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United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission for Iraq for the period from 1 January to 31 December 2012, totalling $172,790,400 net ($184,698,700 gross).

The report also contains an update on the status of the construction project related to the planned integrated headquarters compound in Baghdad.

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I. Background and overview

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq. Subsequently, in its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI). In its resolution 1546 (2004), the Council affirmed that the United Nations should play a leading role in assisting the people and Government of Iraq in the formation of institutions for a representative Government. Under that resolution, UNAMI played a key role in supporting both national elections and a referendum on the Iraqi constitution. Following these achievements, the mandate of UNAMI was updated and expanded by the Council by its resolution 1770 (2007) and renewed under the subsequent resolutions 1830 (2008), 1883 (2009), 1936 (2010) and 2001 (2011). Under the expanded mandate, UNAMI continues to provide assistance, support, and advice as requested by the Government of Iraq, on advancing State-building and peacebuilding processes, as well as enhancing delivery in the development, humanitarian and reconstruction spheres in partnership with the United Nations country team.

Cooperation with other entities

2. In 2012, UNAMI and the United Nations country team will continue to work together in an integrated manner to provide advice, support and assistance to the people and Government of Iraq upon their request in the areas of national reconciliation, peace consolidation, State-building, the promotion and protection of human rights, essential services and economic recovery, with a view to realizing sustainable peace, regional stability and establishing effective, legitimate and responsive Government institutions capable of meeting the aspirations of the Iraqi people.

3. By means of integrated activities, the United Nations country team and UNAMI will further enhance their role and impact through increased joint initiatives that provide requested support in accordance with the priorities of the Government of Iraq and Iraqi institutions, including in the areas of the rule of law, the resolution of internally disputed territories, dispute-resolution mechanisms regarding property issues, capacity-building initiatives relating to elections, gender equality, the mainstreaming of human rights, and the constitutional review process.

4. The four integrated priority task forces addressing disputed internal boundaries, the census and civil registration, reform of the public distribution system and social safety nets, and water resource management, as well as the integrated operations management team and the integrated strategic management team, are working together to employ an integrated approach to those issues, both substantively and operationally. In addition, the priorities identified in the National Development Plan (2010-2014) of the Government of Iraq and reflected in the United Nations Development Assistance Framework (2011-2014) will be implemented by the United Nations country team with a focus on the development of the private sector, the modernization of the public sector, the improvement of the delivery of services and the reform of governance institutions, the environment, and internally displaced persons, with particular attention in all these areas accorded to gender aspects.

Future outlook for the Mission

5. While Iraq has made remarkable strides in developing its democratic institutions and processes, significant challenges remain in relation to peace consolidation, State-building and socio-economic recovery. The Mission will be expected to continue providing assistance in all mandated activities towards addressing these remaining challenges, with a view to consolidating gains and securing sustainable political stability and socio-economic development in the country.

6. In 2012, the Government of Iraq will continue to require assistance from the international community in a number of areas, including in advancing national reconciliation, enhancing Arab-Kurd dialogue, especially in relation to internally disputed territories and the status of the city of Kirkuk; making progress towards the normalization of relations between Iraq and Kuwait and towards terminating Iraq's remaining Chapter VII obligations; and further institutionalizing constitutional processes, the rule of law and respect for and protection of human rights.

7. After the completion of the planned withdrawal of the United States Forces in Iraq by December 2011 in accordance with the status-of-forces agreement between the Governments of Iraq and the United States of America, the Government of Iraq, together with the Kurdistan Regional Government, is expected to further develop security institutions and their capabilities to fully assume the responsibility of providing national security and stability in the country. The Government of Iraq is also expected to further enhance its capacity in implementing sustained peacebuilding and State-building activities, with the support of the international community and the United Nations. As the political and security situation improves, the Government is expected to place greater focus on socio-economic development, including public sector modernization, private sector development, improved delivery of services and the rebuilding of infrastructure in accordance with the identified priorities of the five-year National Development Plan.

8. It is anticipated that the Government of Iraq will continue to seek the support of the international community and will request the sustained support of the United Nations, including that of the special political mission and the United Nations country team. In the longer term, these expected developments, in concert with the further consolidation of governance in Iraq, will likely result in the United Nations footprint in Iraq gradually shifting away from a special political mission towards increasingly normal United Nations country team-led operations.

9. During 2012, it is anticipated that the United Nations presence in Iraq will increase, laying the foundation for a complete United Nations presence inside Iraq in the coming years. The operationalization and review of the results of a criticality study started in 2011, will continue, with a reassessment in 2012. This should offer the opportunity to prioritize programmes according to requests by the Government of Iraq, the needs of the population and the residual risk assessment. Therefore, it will have an impact on the design of the Mission structure, with activities streamlined in the United Nations country team programme, and, accordingly, will be more oriented towards the United Nations country team.

Performance information for 2011

10. During 2011, continued progress is expected to be realized in relation to planned indicators, including in the areas of promoting political dialogue and national reconciliation, disputed internal territories, regional cooperation on the part of Iraq, technical and advisory support on constitutional and electoral issues, the protection of human rights, assisting vulnerable groups of people, the capacity-building of the Iraqi Government and institutions, improving service delivery and support for the reforms initiated by the Government of Iraq. The results achieved are expected to contribute to the attainment of the goals of promoting political stability, creating democratic institutions and processes and ensuring the sustained socio-economic development of Iraq.

11. It is expected that the planned indicators in relation to the progress towards national reconciliation will be partially attained during 2011, while the delay in the completion of the formation of the Government and in the implementation of the power-sharing agreement reached during the formation of the Government in December 2010 may affect the overall results in this regard. A significant new initiative towards promoting dialogue on Arab-Kurdish relations, including on issues related to Iraq's disputed internal territories, has been the establishment of a Standing Consultation Mechanism, involving major political blocs and representatives of the Government of Iraq and the Kurdistan Regional Government. The Mechanism is expected to broaden the ongoing dialogue held under the High-level Task Force to foster Arab-Kurd relations. At the first two meetings of this process in 2011, held under the auspices of UNAMI, it was agreed that further dialogue with broader representation, including at the local level, would be held on the issues related to Kirkuk and Ninewa. The Mechanism is expected to promote dialogue on security-related issues between the Government of Iraq and the Kurdistan Regional Government and on the resolution of the nationwide census, which was postponed in December 2010. Progress is also expected to be made in the political dialogue in Ninewa.

12. Some progress is also expected with regard to activities aimed at reducing conflicts and improving recognition of minority rights. In this regard, progress is expected in the implementation of the recommendation of a committee of religious and ethnic communities of Iraq held under the auspices of UNAMI to promote political dialogue in Ninewa. The Government of Iraq has initiated efforts towards having broad-based multi-ethnic participation in governance at the local and national levels. Significant progress has been made in the implementation of confidence-building measures in disputed internal territories relating to detainees, the resolution of property claims, curriculum and language rights, and minority rights.

13. The beginning of 2011 witnessed a renewed momentum in relation to the normalization of Iraq's relations with neighbouring countries, including Kuwait. The adoption by the Security Council on 15 December 2010 of resolutions 1956 (2010), 1957 (2010) and 1958 (2010), pertaining to the extension of immunities for the Development Fund for Iraq, compliance with non-proliferation and disarmament commitments and the termination of the oil-for-food programme, respectively, created a new momentum with regard to the remaining Chapter VII mandates pertaining to Iraqi obligations in relation to the State of Kuwait. After an exchange of visits by the Prime Ministers of Kuwait and Iraq to each other's countries, a joint

ministerial committee of the two countries met to discuss the relevant issues in this regard. UNAMI has continued to provide advisory support and facilitation in the process. It is anticipated that further progress can be made, thus restoring Iraq's international standing to that which it held prior to the adoption of Security Council resolution 661 (1990).

14. In 2011, progress in relation to the constitutional review is expected to slow down owing to delays in the Government formation process and the prioritization by the Council of Representatives of pending legislative issues mandated by the Constitution. It is anticipated, however, that following the consolidation of the new Government, the Council of Representatives will actively address outstanding issues in relation to the constitutional matters, including the adoption of laws linked to the provisions of the Constitution.

15. Owing to delays in the establishment of the Government and its current composition, as well as loss of political support for the largest blocs, the Council of Representatives has not initiated the process of calling for any electoral event or the review of electoral legislation. With regard to Kurdistan region elections, even though public calls have been made for governorate council elections in autumn 2011, those calls have not been translated into meaningful steps by the Government, such as reform of the electoral law or transfer of the budget, both of which are necessary in order for the Independent High Electoral Commission to initiate preparations.

16. As a result, one planned indicator, the adoption of the electoral laws necessary to conduct elections and referendums, is likely to be met only in part. The efforts of UNAMI have been adjusted to focus on ensuring preparations for electoral events and on institutional development support for the Independent High Electoral Commission at the central and governorate office levels.

17. Several key activities have been implemented in coordination with the United Nations Development Programme (UNDP) and the United Nations Office for Project Services under a programme entitled "Institutional Development Support to the Independent High Electoral Commission", which was funded by the United Nations Development Group Iraq Trust Fund. These include the training of Independent High Electoral Commission staff on software development; graphic design for ballots and other printed polling materials; a voter registration workshop and study tour; procurement training; and training on the development of content and multimedia tools for public outreach activities. Several initiatives are in the process of being implemented, including an assessment of the Electoral Commission's information technology and communications infrastructure through the United Nations Office for Project Services and UNDP-led efforts to develop papers and case studies relating to electoral dispute resolution, complaints and fraud detection.

18. In relation to progress towards strengthening the rule of law and improving respect for human rights during 2011, two of the four planned indicators were achieved. The key actual indicators achieved included the formal establishment of the national Independent High Commission on Humans Rights and a number of joint programmes with international stakeholders on strengthening the rule of law and respect for human rights. The lack of a formal Government in 2010 meant that attempts to establish the Independent High Commission on Human Rights were not possible in 2010 and its establishment was delayed until 2011. However, with the

institution of the new Government and its commitment to follow through on implementing the legislation establishing the Independent High Commission for Human Rights, the Commission was formally established with the appointment of 12 Commissioners by the Council of Representatives, undertaken with the facilitation and assistance of the UNAMI Human Rights Office.

19. The key planned indicators of achievement not achieved in 2011 included the completion by the Government of Iraq of its universal periodic review before the Human Rights Council by publishing the status of implementation of recommendations, and the reform of the Iraqi Criminal Procedure Code. The lack of a formal Government until the end of 2010 meant that any effective law reform or implementations of universal periodic review recommendations were delayed until 2011. However, an unplanned indicator in relation to the universal periodic review was the formulation and adoption by the Government of Iraq of a National Action Plan on Human Rights, implementing the recommendations accepted by the Government of Iraq during the universal periodic review process — a process which was supported and facilitated by the UNAMI Human Rights Office. The adoption of the National Action Plan by the Government in 2011 also included a firm commitment to reform parts of the Iraqi Criminal Procedure Code and other laws pertaining to the criminal justice system. As a result, performance indicators for 2012 for the UNAMI Human Rights Office have been reformulated in line with changed circumstances.

20. The key planned indicator of achievement in this area not achieved in 2011 was the reform of the Iraqi Criminal Procedure Code. As noted above, the lack of a formal Government until the end of 2010 and the adoption by the new Government of a National Action Plan, which included a commitment to reform the Iraqi Criminal Procedure Code and other laws pertaining to the criminal justice system, meant that this indicator of achievement was no longer relevant.

21. In relation to the strengthened relief, recovery and reconstruction process in Iraq, during 2011 most of the planned indicators of achievement were achieved as a result of UNAMI development and humanitarian support to the United Nations country team in terms of facilitation and coordination. Following the adoption in July 2010 of the National Development Plan and the start-up of the United Nations Development Assistance Framework in January 2011, the development and humanitarian support team was instrumental in coordinating the establishment of the five requisite United Nations Development Assistance Framework priority working groups that would bring together the United Nations country team and line ministries for the purpose of planning and coordinating programming in Iraq. Areas of priority focus for support are the public sector modernization programme, the private sector development programme, the reform of the public distribution system, and environmental management, as they all involve substantial capacity development and require development and humanitarian support. The targets achieved include the following: (a) an increase in the number of capacity-development initiatives (20 instead of 10) in support of the National Development Plan, accomplished in the light of the need to support the newly elected Government through initiatives addressing the "100 Days" agenda of the Prime Minister; (b) an increase in the number of projects supported by the Emergency Response Fund (25 rather than 20); and (c) an increase in the number of joint initiatives identified to strengthen and secure the safety, protection and support of women and girls (8 instead of 7).

22. There were also a number of unplanned achievements in this area. Given the social unrest and continued attacks against vulnerable populations, working closely with United Nations High Commissioner for Refugees and the Human Rights Office, the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support initiated the process of developing a protection strategy that would help guide United Nations activities and advocacy in Iraq on protection issues. In response to the social unrest that marked the first half of the year, the Office of the Deputy Special Representative of the Secretary-General initiated weekly reports that were circulated within UNAMI and to the United Nations country team on issues raised at the local level and possible interlocutors, as well as monitoring social media in an effort to "read the pulse" of the population and identify areas in which the United Nations could and should be engaged as a neutral, impartial and honest broker. This process was critical in supporting the development of the United Nations response to the "100 Days" agenda of the Government.

23. Forty quick-impact projects were implemented in the thematic areas of water resource management planning, culture for peace initiatives, environmental awareness-raising, community water and sanitation initiatives, and women's and youth forums. The programme was initiated in April 2011, with the formation of the review committee and the approval of its terms of reference. By May 2011, over 70 project proposals had been received and the first projects approved. It is expected that all of the funds will have been disbursed and the projects implemented by the end of 2011, and that new funds will be requested for 2012.

24. Under the guidance of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support as co-Chair of the Iraq Partners' Forum, the donors and the United Nations country team were brought together to create a Briefing Book, which was presented to the new Government in May 2011 at a forum opened by the Prime Minister and the Special Representative of the Secretary-General, and which will serve as a guide on critical policy issues. Part I of the briefing book addresses key policy issues, including macroeconomic challenges, development planning and prioritization, governance and public sector reform, anti-corruption, private sector development, social protection and the challenges of regional cooperation and internal disputed territories. Part II focuses on sectoral and cross-cutting issues, including human rights protection, civil society and the media, gender mainstreaming, basic social services, water resource management, agriculture, the environment, energy, transport and telecommunications, and cultural heritage.

25. The key unmet indicator for 2011 relates to the increased number of joint programmes with the United Nations country team and the Government of Iraq for the harmonized and integrated delivery of essential services and the reform of State institutions. It is estimated that only 3 or 4 new multi-agency programmes will be started in 2011, owing to two main external factors. The first was the slow formation of the new Government, which resulted in many gaps in terms of counterparts for the United Nations. This contributed to the second factor, namely, the slow establishment of the joint United Nations-Government of Iraq governance mechanisms required for implementation and planning. Funding has not been a problem for the new programmes in 2011 owing to carry-overs from the Iraq Trust Fund, but it may be more difficult in 2012 because of the reticence of donors to provide new resources during the transition period. Joint programmes require more substantial funding than individual agency projects.

Planning assumptions for 2012

26. UNAMI priorities for 2012 will encompass operational and programme imperatives to effect further necessary adjustments to the United Nations profile and security posture, with a view to enhancing the neutral and impartial character of United Nations engagement and consolidating arrangements to operate under normal host country support, as appropriate, in the light of continued prospects of considerable sustained risk to staff safety and programme delivery. The anticipated termination of all United States Forces in Iraq security and logistics support to UNAMI by the end of 2011 requires that UNAMI continue to develop self-reliant capabilities for its operational hubs, supply chain and quick emergency reaction support. The transition from dependence on the United States Forces in Iraq will also require UNAMI to establish and progressively put in place appropriate arrangements for direct host country security support. There will be ongoing considerable risks for which mitigation measures will need to be implemented. This will be met by additional deployments of the United Nations Guard Unit and by reconfiguring and streamlining existing security resource requirements for the United Nations Guard Unit and the Personal Security Detail Unit already in place.

27. Vital support to State-building and peacebuilding processes will continue to be given priority, in particular the provision of assistance to the Government of Iraq in the areas of conflict resolution and national reconciliation, elections, addressing socio-economic and development challenges, strengthening Iraq's regional relations and integration into wider regional initiatives, and the promotion and protection of human rights. These areas are expected to present ongoing challenges throughout 2012, and it can be assumed that the Government of Iraq will continue to require and request international assistance and advice from UNAMI and the United Nations country team.

28. With the facilitation and under the auspices of UNAMI, the Iraqi parties are expected to continue to engage in dialogue, including through the Arab-Kurdish talks, to resolve outstanding political issues over disputed internal boundaries. It is envisaged that in 2012 UNAMI will continue to provide proactive support, assistance and advice in this regard, as requested by the Government of Iraq. UNAMI will also seek to support and assist efforts made by the Government and political blocs towards national reconciliation through an enhanced dialogue mechanism.

29. Once the issues related to the formation of the Government have been resolved in 2011, it can be assumed that the Iraqi Government and Council of Representatives will progressively address outstanding constitutional and legal issues in order to advance the establishment of effective democratic institutions and processes. In 2012, UNAMI can be expected to provide technical support and expert advice, in particular in relation to the constitutional review process and the development of constitutionally mandated legislation, as requested by the Iraqi Council of Representatives. UNAMI can also expect to be called upon to provide technical assistance and advice to the new Board of Commissioners (to be appointed no later than April 2012) for the Independent High Electoral Commission and in the preparation of future elections (taking into account the overall objective to eventually phase out all United Nations electoral assistance).

30. The United Nations should be prepared to offer its support and good offices, at the request of the Government of Iraq, towards Iraq's full normalization of its

relations with the international community and within the region. In particular, UNAMI will continue to engage in the provision of advice to the Government of Iraq to further improve its relations with neighbouring countries, including in assisting in its fulfilment of remaining Chapter VII obligations with regard to Kuwait.

31. The increasing presence of the United Nations country team makes it necessary to ensure an efficient division of labour with the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support, taking into account the integrated nature of the Mission. The implementation of the United Nations Development Assistance Framework in support of the National Development Plan, as well as the responsibility for the humanitarian mandate in the absence of the Office for the Coordination of Humanitarian Affairs, will continue to require countrywide coordination support, provided through the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support, to facilitate United Nations country team activities as well as to monitor the humanitarian needs of the country. Therefore, it is important to ensure access to all 18 governorates in Iraq, with the requisite transportation, accommodation and security support needs.

Efficiency initiatives, best practices and resource reprioritization

32. UNAMI managers have been requested to review the existing structures, functions and procedures within their respective units with a view to reorganizing and reprioritizing the available resources, and to identify other possible initiatives to achieve efficiency gains in meeting mandate-related obligations. As a result, in the area of electoral assistance UNAMI will move away from operational support and capacity-building efforts to focus on providing strategic and political advice along with targeted technical advice. This will be done in coordination with the United Nations country team, which will result in streamlining the electoral support activities and requirements within the Mission and the United Nations country team as part of the longer term objective to eventually phase out all United Nations direct electoral assistance.

33. Mission Support is in the process of establishing comprehensive camp service contracts for each location that would consolidate all support contracts needed in various locations inside Iraq into one contract with a single supplier. This would create efficiencies in terms of economies of scale, reduced time for procurement and easier contract management, as well as standardized services for all the locations in Iraq. UNAMI hopes to gain from the synergies yet to be identified by merging some of the back-office operations in Kuwait with the operations of the United Nations Assistance Mission in Afghanistan (UNAMA). In May 2011, a review committee consisting of subject matter experts from the Department of Field Support who visited the Mission in April 2011 prepared a report entitled "Review of UNAMA and UNAMI support office in Kuwait". The report identified potential areas where the two Missions stand to gain by merging some of the services being carried out in the Kuwait office. UNAMI also expects to gain from the launch in mid-June 2011 of the United Nations Humanitarian Air Service, which led to the cancellation of the process of procuring a second fixed-wing aircraft, which was included in the 2011 budget. On the assumption that the security situation does not deteriorate, and subject to a thorough United Nations security review, UNAMI is exploring the possibility of using commercial flights.

Significant coordination arrangements

34. UNAMI, as an integrated Mission, has worked closely with the United Nations country team to identify coordination mechanisms that serve the United Nations system in Iraq. The integrated strategic management team, the integrated operations management team, the four integrated priority task forces and the strategic communications group serve to ensure that the Mission and the United Nations country team communicate and collaborate on issues of common concern. It is anticipated that these mechanisms will lead to enhanced cost-efficient delivery of the mandate by identifying cost-sharing mechanisms and focusing on four integrated substantive priorities as well as operational initiatives that combine resources towards the common objectives of peacebuilding and State-building in Iraq. The Mission and the United Nations country team will also continue to work closely with the Iraq Partners' Forum, comprising donors and co-Chaired by UNAMI and the World Bank. Finally, through the United Nations Development Assistance Framework, the United Nations country team works closely with the Mission in ensuring that political sensitivities are taken into account during programming.

Extrabudgetary resources

35. The Mission has a Trust Fund supported by the Government of Iraq for the construction of the new integrated Mission headquarters. It has received $50 million from the Government. The terms of reference are being reviewed so that the funds can be used for developing the former United States Agency for International Development (USAID) compound, along with the adjacent Diwan compound, as the One United Nations House in Iraq. In addition, UNAMI electoral and human rights programmes are largely funded by the United Nations Development Group Iraq Trust Fund. UNAMI is involved with several Iraq Trust Fund programmes in the areas of elections, constitutional and political support and human rights. The total budget allocated by the Development Group Iraq Trust Fund to these programmes is approximately $307,751,026, of which $254 million is for elections alone.

II. Mission mandate and planned results

36. The objectives. expected accomplishments and indicators of achievement for 2011 are set out below.

Objective: To achieve political stability, security and prosperity in Iraq.

Expected accomplishments	Indicators of achievement
(a) Progress towards national reconciliation in Iraq	(a) (i) Number of high-level meetings supported and sponsored by UNAMI which are held by Iraqi stakeholders to discuss national dialogue and reconciliation, including disputed internal boundaries

Performance measures

High-level meetings among Iraqi Government officials

Actual 2010: 10

Estimate 2011: 52

Target 2012: 25

(ii) Number of initiatives regarding confidence-building measures at the local or national level supported by UNAMI and agreed to by Government of Iraq and Kurdish Regional Government officials in relation to disputed internal boundaries

Performance measures

Confidence-building measures

Actual 2010: 4

Estimate 2011: 40

Target 2012: 20

(iii) Number of initiatives aimed at reducing intra-Iraqi conflicts and improving recognition of minority rights, power-sharing in Ninewa and the implementation of the recommendations adopted by the Committee on Ethnic and Religious Communities in Ninewa in which Government of Iraq officials (at the federal, regional and local levels), as well as key influential political, community, ethnic, civil society and religious leaders, participated that were sponsored and supported by UNAMI

Performance measures

Actual 2010: 8

Estimate 2011: 7

Target 2012: 12

Outputs

- Facilitation of political dialogue through the good offices of the Special Representative of the Secretary-General through bilateral and multilateral meetings with stakeholders and parties concerned

- 25 meetings, facilitated by UNAMI, of high-level Government officials, political parties and community leaders to promote national dialogue and Arab-Kurd reconciliation with a view to resolving the status of disputed internal boundaries and related issues, such as the holding of a census. This includes UNAMI efforts, in the context of the continuation of the Standing Consultative Mechanism (formerly known as the High-level Task Force), to resolve outstanding issues in Kirkuk, Ninewa and the other disputed internal boundary areas, and the expansion of the Standing Consultative Mechanism to include a broader range of actors and issues addressed therein
- Ongoing and regular interaction with political actors at the national/subnational level towards the establishment and formulation of political processes for dialogue to advance the implementation of confidence-building measures to improve relations between Kurds and Arabs in the disputed areas
- Maintaining and consolidating political outreach through involvement of local representatives in dialogue mechanisms to enhance and sustain engagement with subnational interlocutors in four governorates, including monitoring of their implementation of various agreements related to the Standing Consultative Mechanism aimed at achieving reconciliation among parties in Ninewa, Kirkuk, Diyala and other areas
- Regular interaction with Government of Iraq and Kurdistan Regional Government officials towards the implementation of the adopted agreement on power-sharing in Ninewa and recognition of the rights of Iraqi minority ethnic and religious communities, through weekly meetings and field visits
- Production of technical reports and options papers on property restitution, power-sharing and security issues and provision of technical support to assist Government of Iraq officials in securing agreements on matters of national reconciliation, particularly on issues related to disputed internal boundaries
- 3 training workshops on Security Council resolution 1325 (2000) for a total of 50 people from civil society, in line ministries (Ministry of Women's Affairs, gender directorates), to support their efforts in the integration of the resolution's provisions into legislation on women's participation in politics, decision-making, and women and peace process

Expected accomplishments	Indicators of achievement
(b) Enhanced regional dialogue and the normalization of Iraq's relations with neighbouring countries	(b) (i) Increased number of confidence-building measures sponsored and supported by UNAMI and agreed to by the Government of Iraq with regard to encouraging the further development of Iraq's relations with neighbouring countries *Performance measures* Confidence-building measures, joint projects and other initiatives Actual 2010: 3 Estimate 2011: 20 Target 2012: 12

Outputs

- 20 meetings with high-level Iraqi Government officials (Prime Minister's Office, Ministry of Foreign Affairs, Members of Council of Representatives, etc.), political parties and the diplomatic community in Baghdad to facilitate Iraqi compliance with remaining Chapter VII obligations
- Four high-level visits by the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General to neighbouring countries to support bilateral and regional initiatives as mandated by the Security Council
- Design and implementation of confidence-building measures, in cooperation and coordination with other relevant United Nations actors (such as United Nations Office for Project Services, Office of Legal Affairs, Department of Political Affairs) with a view to improving relations between the Government of Iraq and neighbouring countries, in particular in relation to ongoing efforts towards the normalization of relations with Kuwait
- Memorandums and research briefs containing technical and legal advice to Government of Iraq officials on issues pertinent to Iraqi compliance with outstanding Chapter VII obligations
- Regular meetings with members of the Council of Representatives and Government of Iraq officials to encourage legislation and Government action in relation to issues concerning the fulfilment of outstanding disarmament commitments/obligations, the ratification of international treaties and the management and oversight of the Development Fund for Iraq
- Regular meetings with members of the Council of Representatives, Government of Iraq officials and representatives of the diplomatic community to solicit views, exchange ideas and understand concerns related to Iraq's relations with neighbouring countries, as well as regional geopolitical developments
- Through the UNAMI liaison office in Tehran, 4 new joint projects and initiatives in relation to the illicit trade in drugs, desertification, dust storms and water-related transboundary discussions, in cooperation with United Nations agencies and the Governments of Iraq and Iran

Expected accomplishments	Indicators of achievement
(c) Progress in the implementation and promotion of the Constitution	(c) (i) Number of laws adopted by the Iraqi parliament to implement key provisions of the Constitution *Performance measures* Actual 2010: 2 Estimate 2011: 4 Target 2012: 6 (ii) Number of established governmental and independent institutions in accordance with the provisions of the Constitution

Performance measures

Actual 2010: 2

Estimate 2011: 2

Target 2012: 2

Outputs

- Monthly meetings with Government of Iraq officials and members of the Council of Representatives in relation to technical support towards the review and enactment of legislation as well as the establishment of key governmental institutions
- 1 round table on the envisaged structure and powers of the Federation Council, as well as the drafting of enabling legislation
- 2 meetings/conferences with key Government interlocutors to advocate for a review of the Constitution
- 12 meetings and analytical write-ups in support of workshops organized by the Council of Representatives on the development of constitutional amendments and legislation
- 4 outreach programmes/quarterly workshops for a total of 100 people from civil society and political and special interest groups to promote ownership of the Constitution
- 5 papers containing technical and legal advice to governorate officials on the establishment of new regional governorate structures and the establishment of independent institutions envisaged in the Constitution
- Support for the establishment of two constitutionally mandated institutions, namely, the National Human Rights Council and the Federation Council, through technical assistance in drafting the necessary legislation

Expected accomplishments	Indicators of achievement
(d) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective electoral events	(d) (i) Adoption of the required electoral laws necessary to conduct elections and referendums *Performance measures* Actual 2010: none Estimate 2011: 2 Target 2012: 2 (ii) Improved ability of the Independent High Electoral Commission to lead planning and delivery of credible electoral events

Performance measures

Actual 2010: Independent High Electoral Commission operational plan successfully implemented for national parliamentary elections and Independent High Electoral Commission leads design of initial planning for Kurdistan Governorate Council elections

Estimate 2011: Independent High Electoral Commission operational plans successfully implemented for three significant electoral events

Target 2012: Independent High Electoral Commission operational plans successfully implemented for two electoral events

(iii) Number of Independent High Electoral Commission staff in all governorates trained in the conduct of electoral activities in accordance with recognized international standards

Performance measures

Actual 2010: 325,000

Estimate 2011: 310,000 (pending call for electoral event; 350 if no call for electoral event)

Target 2012: 310,000 Independent High Electoral Commission polling/counting staff trained at all levels of cascade training process

(iv) Improved accuracy of voter registration lists to ensure that all eligible Iraqis can exercise their right to vote

Performance measures

Actual 2010: improved accuracy of voter registry noted during March 2010 Council of Representatives election, through reduction in complaints related to the voter list compared with previous elections

	Estimate 2011: improved accuracy of voter lists at district and sub-district levels, measured by decrease in complaints concerning accuracy of the voter list and reduction in reports of observer organizations of inaccuracy of voter registration
	Target 2012: improved accuracy of voter lists at district and sub-district levels, measured by decrease in complaints concerning accuracy of voter list and reduction in reports of observer organizations of inaccuracy of voter registration
	(iv) New Board of Commissioners appointed and in place
	Performance measures
	Actual 2010: not applicable
	Estimate 2011: not applicable
	Target 2012: new Board of Commissioners established, initial induction training completed and internal decision-making processes agreed

Outputs

- Legal framework for elections enhanced through provision of advice and guidance to the Independent High Electoral Commission and the Legal Committee of the Council of Representatives on applicable legislation governing electoral events
- Institutional management transition processes enhanced by implementation of an initial training package and guidance to new Board of Commissioners, on their appointment
- Establishment of effective institutional management structures in the Board of Commissioners and the administration of the Independent High Electoral Commission through ongoing policy and technical electoral advice, following the appointment of the new Board, in collaboration with the United Nations country team
- Improved knowledge of Independent High Electoral Commission staff regarding electoral operations through ongoing advice on electoral operations-related issues, including logistics, voter registration, complaints processes, training and media outreach
- The Commission's national office trainers are fully prepared to facilitate training of 360 Electoral Commission staff across all governorates, in collaboration with the United Nations country team
- Improved implementation of recommendations arising from lessons-learned exercises held with the Independent High Electoral Commission following electoral events

- Enhanced involvement of civil society organizations, political entities and media in electoral processes, through 6 meetings/conferences on electoral events and/or electoral best practices
- Improved public outreach on electoral issues through ongoing support for the development and dissemination of electoral educational materials, in coordination with both the Independent High Electoral Commission and external stakeholders, in collaboration with the United Nations country team
- Regular dialogue with the diplomatic community and international electoral partners to ensure coordination on international donor and technical electoral support to the Commission through 12 monthly consultations

Expected accomplishments	Indicators of achievement
(e) Progress towards strengthening the rule of law and improving respect for human rights	(e) (i) National mechanisms to ensure the protection of and respect for human rights are established in compliance with Iraq's international obligations *Performance measures* Independent High Commission for Human Rights is established by the Council of Representatives and operates in conformity with the Constitution of Iraq and the Paris Principles (resolution 48/134) Actual 2010: Expert Selection Committee appointed, Commissioners appointed and trained, and Independent High Commission for Human Rights established in Baghdad and 5 governorates Estimate 2011: Expert Selection Committee reconstituted and 11 Commissioners appointed, leading to the formal establishment of the Independent High Commission for Human Rights Target 2012: Independent High Commission for Human Rights Commissioners are trained, and Independent High Commission for Human Rights is functioning according to Iraqi law and international standards (ii) Gaps in the provision of human rights norms, as identified in the universal periodic review of the Human Rights Council, are addressed by the Government

Performance measures

The Government, in consultation with civil society, develops and adopts a National Action Plan on Human Rights aimed at implementing the recommendations accepted by Iraq in the universal periodic review, with follow-up monitoring and reporting on implementation

Actual 2010: formal review of Iraq during the universal periodic review process by the Human Rights Council is concluded

Estimate 2011: National Action Plan on Human Rights, to implement recommendations of the universal periodic review accepted by the Government of Iraq, is drafted, consulted upon with civil society, and adopted, and implementation begins

Target 2012: Government of Iraq continues implementation of the National Action Plan on Human Rights, and regular monitoring, reporting and advocacy on status of implementation are undertaken

(iii) The Government of Iraq and civil society have technical capacity for monitoring and reporting on a range of human rights issues

Performance measures

Number of Human Rights Office joint programmes with international stakeholders, the Government of Iraq and civil society, aimed at capacity-building, monitoring, reporting and advocacy on a range of human rights issues

Actual 2010: 7

Estimate 2011:10

Target 2012: 12

(iv) Rule of law is strengthened

Performance measures

Monitoring of the places of detention and trial is undertaken and a high-level ministerial committee is established to monitor treatment of detainees

	Actual 2010: 10 prisons visited and monitored Estimate 2011: 12 prison visits undertaken and high-level ministerial committee established to monitor treatment of detainees Target 2012: 12 prison visits and technical advice/support provided to high-level ministerial committee

Outputs

- 5 capacity-building training programmes for 11 Commissioners of the Independent High Commission for Human Rights
- 2 training sessions for 40 representatives of the Government of Iraq on implementation of recommendations by the Human Rights Council following the universal periodic review as adopted in the National Action Plan on Human Rights
- 2 half-yearly reports published on general human rights situation in Iraq, including the implementation of the National Action Plan, and 2 reports on specific thematic human rights issues (women's rights, rights of minorities, etc.)
- 12 training sessions for 5 civil society non-governmental organizations and Government partners on monitoring, analysis and preparation of reports on human rights issues for publication
- 12 assessment visits to prisons and places of detention
- 6 high-level meetings with the Ministry of Justice, the Ministry of Human Rights, the Ministry of Defence and the Ministry of Labour and Social Affairs on rule of law, treatment of detainees and due process rights

Expected accomplishments	Indicators of achievement
(f) Progress towards strengthened socio-economic development and humanitarian assistance	(f) (i) Facilitation of joint programming with the United Nations country team and the Government of Iraq for harmonized and integrated delivery of essential services and reform of related State institutions, with particular focus on environment, private sector, public sector and public distribution system, within the framework of the United Nations Development Assistance Framework and integrated priority task forces

Performance measures

Number of joint programmes developed

Actual 2010: 30

Estimate 2011: 5

Target 2012: 7

(ii) Improved information-sharing mechanisms between internal and external stakeholders to promote evidence-based planning and advocacy at strategic and operational levels on development and humanitarian issues

Performance measures

Number of knowledge-sharing forums supported by the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support

Actual 2010: 6

Estimate 2011: 7

Target 2012: 7

Performance measures

Number of information products disseminated

Actual 2010: 150

Estimate 2011: 150

Target 2012: 175

(iii) Continued community empowerment in identifying and implementing small-scale projects addressing humanitarian and social needs through the emergency response fund and quick-impact projects fund

Performance measures

Number of communities benefiting from approved projects

Actual 2010: 63

Estimate 2011: 20 (emergency response fund); 40 (quick-impact projects fund)

Target 2012: 40 (quick-impact projects fund)

(iv) Engagement and partnering with the Government of Iraq and civil society to support and strengthen vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities, to secure their safety, protection, and inclusion and empowerment for participation in economic and political activities

Performance measures

Number of initiatives

Actual 2010: 15

Estimate 2011: 7

Target 2012: 9

Outputs

- Through support to the United Nations Development Assistance Framework priority working groups, the humanitarian country team, the integrated priority task forces, the Iraq Partners' Forum, etc., and local United Nations country team and non-governmental organization coordination mechanisms, the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support provides facilitation and coordination with regard to United Nations evidence-based development and humanitarian programming at all levels (national and local) to ensure a cohesive and proactive United Nations response to the priorities and needs of Iraq articulated in the National Development Plan and reflected in the United Nations Development Assistance Framework
- 40 quick-impact projects are programmed through national institutions and civil society entities in support of indicators of achievement (f) (iii) and (iv) throughout the country
- 6 Iraq Partners' Forum meetings are organized to promote coordination of humanitarian, development and peacebuilding interventions
- Annual and biannual evidence-based information products to guide programming, including maps, fact sheets and profiles at national and governorate levels, are prepared and disseminated to Iraqi authorities, national institutions, donors and the United Nations and international stakeholders
- United Nations country team participation in 10 meetings of the strategic communications group (organized by Public Information Office), comprising the Mission, United Nations country team and donor agency representatives, is facilitated to produce joint advocacy and public information products/messages/campaigns

- 6 information-sharing sessions and advocacy campaigns with the Government of Iraq, civil society and United Nations agencies to raise awareness of issues concerning vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities, promoting their safety, protection, inclusion and empowerment for participation in economic and political activities

External factors

37. The Mission is expected to achieve its objectives provided that (a) the security situation remains sufficiently stable and the United Nations security and logistical systems have sufficient resources to enable mobility and operations of United Nations entities throughout the country; (b) main parties and interlocutors remain committed to the peace and national reconciliation process; (c) political agreements and decisions are made in the Council of Representatives allowing the conduct of electoral events and the establishment of a new Board of Commissioners of the Independent High Electoral Commission; (d) Iraqi interlocutors maintain their commitment to strengthening democracy, the rule of law and protection of human rights in Iraq; (e) no natural disasters or deterioration in security occur that hinder the orderly voluntary return and reintegration of refugees and internally displaced persons to their places of origin and impact UNAMI operational capacity; (f) donors and the Government of Iraq provide sufficient resources to the United Nations in Iraq to support the proposed programme initiatives and other development and humanitarian activities supported by the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support; and (g) working relationships between the branches and levels of Government, including subnational and regional Government entities, are maintained.

III. Resource requirements

38. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2012 are estimated at $172,790,400 net ($184,698,700 gross), as shown in tables 1 and 4. Tables 2 and 3 provide details concerning the staffing requirements. The report allows for a comparison between the total requirements for 2012 and the total requirements for 2011 as approved by the General Assembly in its resolution 65/259.

Table 1
Total resource requirements (net)
(Thousands of United States dollars)

	1 January 2010-31 December 2011			*Requirements for 2012*		*Variance analysis 2011-2012*	
Category	*Appropriation* (1)	*Estimated expenditure* (2)	*Variance, savings (deficit)* (3)=(1)-(2)	*Total* (4)	*Non-recurrent* (5)	*Approved 2011* (6)	*Variance* (7)=(4)-(6)
Military and police personnel	25 883.0	25 750.6	132.4	23 312.9	—	14 433.5	8 879.4
Civilian personnel	138 280.8	153 195.7	(14 914.9)	67 427.1	—	72 251.9	(4 824.8)
Operational	189 430.4	168 045.3	21 385.1	82 050.1	—	113 381.9	(31 331.8)
Total	**353 594.2**	**346 991.6**	**6 602.6**	**172 790.1**	—	**200 067.3**	**(27 277.2)**

Table 2
Total staffing requirements

	Professional and higher categories									General Service and related categories			National staff		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officer	Local level	Total
Approved 2011	1	2	2	8	24	75	84	23	**219**	290	—	**509**	124	501	**1 134**
Proposed 2012 (1 January 2012)	1	2	2	8	21	67	73	19	**193**	266	—	**459**	99	532	**1 090**
Change	—	—	—	—	**(3)**	**(8)**	**(11)**	**(4)**	**(26)**	**(24)**	—	**(50)**	**(25)**	**31**	**(44)**
Proposed 2012 (1 July 2012)	1	2	2	8	21	67	73	19	193	264	—	457	98	484	1 039
Change (cumulative)	—	—	—	—	**(3)**	**(8)**	**(11)**	**(4)**	**(26)**	**(26)**	—	**(52)**	**(26)**	**(17)**	**(95)**

39. The total staffing establishment proposed for UNAMI for the period from 1 January to 30 June 2012 amounts to 1,090 civilian personnel, comprising 459 international staff (193 Professional positions and 266 positions in the Field Service category) and 631 national staff (99 National Professional Officers and 532 Local level staff), and, for the period from 1 July to 31 December 2012, to 1,039 civilian personnel, comprising 457 international staff (193 Professional positions and 264 positions in the Field Service category) and 582 national staff (98 National Professional Officers and 484 Local level staff), 16 Military Liaison Officers and 450 contingent personnel of the Guard Unit.

40. A breakdown of the staffing establishment by location is provided in table 3.

Table 3
Staffing requirements by location

	Professional and higher categories									General Service and related categories			Local level		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service	Total international	National Professional Officer	Local level	Total
Approved 2011															
Baghdad[a]	1	2	2	7	17	40	37	15	**121**	173	—	**294**	56	190	**540**
Basra	—	—	—	—	1	3	6	1	**11**	6	—	**17**	12	21	**50**
Erbil	—	—	—	—	1	6	9	1	**17**	31	—	**48**	19	73	**140**
Kirkuk	—	—	—	—	1	3	6	1	**11**	6	—	**17**	9	17	**43**
Kuwait	—	—	—	—	1	13	14	2	**30**	57	—	**87**	3	122	**212**
Tehran	—	—	—	1	—	1	—	—	**2**	—	—	**2**	1	1	**4**
Amman	—	—	—	—	3	8	8	1	**20**	17	—	**37**	16	71	**124**
Ramadi	—	—	—	—	—	—	—	—	—	—	—	—	2	1	**3**
Najaf	—	—	—	—	—	—	2	1	**3**	—	—	**3**	2	3	**8**
Mosul	—	—	—	—	—	1	2	1	**4**	—	—	**4**	4	2	**10**
Total 2011	**1**	**2**	**2**	**8**	**24**	**75**	**84**	**23**	**219**	**290**	—	**509**	**124**	**501**	**1 134**

	Professional and higher categories									General Service and related categories			Local level		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service	Total international	National Professional Officer	Local level	Total
Proposed 2012															
Baghdad[a]	1	2	2	7	15	43	34	8	112	133	—	245	52	217	514
Baghdad International Airport	—	—	—	—	—	—	3	1	4	30	—	34	1	16	51
Basra	—	—	—	—	1	3	7	3	14	9	—	23	11	17	51
Erbil	—	—	—	—	3	6	9	2	20	14	—	34	13	66	113
Kirkuk	—	—	—	—	1	1	7	3	12	15	—	27	9	33	69
Kuwait	—	—	—	—	1	11	10	1	23	56	—	79	1	126	206
Tehran	—	—	—	1	—	1	—	—	2	—	—	2	1	1	4
Amman	—	—	—	—	—	1	3	1	5	9	—	14	7	55	76
Ramadi	—	—	—	—	—	—	—	—	—	—	—	—	2	1	3
Najaf	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Mosul	—	—	—	—	—	—	1	—	1	—	—	1	2	—	3
Total 2012	1	2	2	8	21	66	74	19	193	266	—	459	99	532	1 090
Change	—	—	—	—	(3)	(9)	(10)	(4)	(26)	(24)	—	(50)	(25)	31	(44)

[a] Inclusive of positions in New York (2 P-3, 3 P-4).

41. Changes in the staffing establishment for individual substantive and administrative offices compared with 2011 are set out below.

A. Office of the Special Representative of the Secretary-General

International staff: *Outward redeployment of 1 D-1 to the Office of the Chief of Staff*

Inward redeployment of 1 Field Service position from the Office of the Deputy Special Representative of the Secretary-General

National staff: *No change*

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2011	1	—	—	1	—	4	3	—	9	3	—	12	5	2	—	19
Proposed 2012	1	—	—	—	—	4	3	—	8	4	—	12	5	2	—	19
Change	—	—	—	(1)	—	—	—	—	—	1	—	—	—	—	—	—

42. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is the head of the Mission and undertakes the mandate vested in the Mission by the Security Council in its resolutions 1483 (2003), 1500 (2003), 1511 (2003), 1546 (2004), 1557 (2004) and 1770 (2007). The mandate of the Mission was extended by the Council by resolution 1830 (2008) until 7 August 2009, by resolution 1883 (2009) until 7 August 2010, by resolution 1936 (2010) until 31 July 2011 and by resolution 2001 (2011) until 31 July 2012. The Special Representative of the Secretary-General is the United Nations designated official for security.

43. For 2012, the immediate Office of the Special Representative, located in Baghdad, will comprise two Special Assistants to the Special Representative (P-4), one Personal Assistant (Field Service), one Administrative Officer (Field Service) and two Administrative Assistants (1 Field Service and 1 Local level).

44. The Translation Unit of the Office will be headed by one Translator (P-4) supported by seven Translators (2 P-3 and 5 National Professional Officer).

45. Under the auspices of the Office of the Special Representative of the Secretary-General is the Office of the Resident Auditor in Kuwait, comprising one Resident Auditor (P-4), one Auditor (P-3), one Administrative Assistant (Field Service) and one Accounting Assistant (Local level).

46. In 2012, reporting directly to the Special Representative, will be the positions of Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights (Assistant Secretary-General), the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support (Assistant Secretary-General), Chief of Staff (D-2), Chief of the Human Rights Office (D-1), Chief of the Public Information Office and Spokesperson (D-1) and Chief of Mission Support (D-1). These positions are not included in the immediate Office of the Special Representative of the Secretary-General.

Staffing changes

47. It is proposed that one post of Principal Security Adviser (D-1) be redeployed to the Office of the Chief of Staff for use as the Deputy Chief of Staff.

48. With the increase in the level of staffing in Baghdad, where the political and strategic decisions of the Mission are now being taken, and given the resulting higher level of integration with the United Nations country team, together with the additional need to oversee all administrative and management activities, it is proposed that one Personal Assistant (Field Service) position be redeployed from the Office of the Deputy Special Representative to the Office of the Special Representative and that it be retitled Administrative Officer (Field Service).

Office of the Chief of Staff

International staff: *Inward redeployment of 1 D-1 position from the Office of the Special Representative of the Secretary-General*
Abolition of 1 P-5 position

National staff: *Abolition of 1 Local level position*

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2011	—	—	1	—	8	4	1	—	14	1	—	15	3	8	—	26
Proposed 2012	—	—	1	1	7	4	1	—	14	1	—	15	3	7	—	25
Change	—	—	—	1	(1)	—	—	—	—	—	—	—	—	(1)	—	(1)

49. The Office of the Chief of Staff (D-2) acts as the executive office of the Special Representative of the Secretary-General, overseeing the coordination of all the Mission components and resources to ensure the effective implementation of its mandate. The Chief of Staff advises the Special Representative and the two Deputy Special Representatives, and is also one of the three deputy designated officials for security.

50. For 2012, the Chief of Staff will be supported by one Deputy Chief of Staff (D-1), one Programme Officer (P-4), one Personal Assistant (Field Service) and two Protocol and Liaison Officers (National Professional Officer). Reporting directly to the Chief of Staff in Baghdad will be the Senior Police Adviser (P-5), the head of the Planning and Coordination Unit (P-5), the heads of area offices in Erbil (P-5), Kirkuk (P-5) and Basra (P-5) and the Gender Adviser (P-4). The Conduct and Discipline Officer (P-5) also supports the Chief of Staff. The heads of area offices in Erbil, Kirkuk and Basra will each be supported by one Administrative Assistant (Local level).

51. The head of the Planning and Coordination Unit will be supported by two Planning and Coordination Officers (1 P-3 and 1 P-4), and two Administrative Assistants (Local level).

52. The Deputy Chief of Staff will be supported by one Senior Legal Affairs Adviser (P-5), two Legal Affairs Officers (1 P-4 and National Professional Officer) and two Legal Assistants (Local level).

53. Thirteen military advisers (a reduction from the previous total of 16 in view of progress made in the implementation of the drawdown of the United States Forces in Iraq) will continue to facilitate UNAMI operations by maintaining liaison and coordinating with the United States Forces in Iraq, the Iraqi security forces and other concerned entities.

54. In addition, four civilian police officers, sourced from the contributions of Member States, will support and strengthen engagement with the Iraqi police and the Ministry of Interior as the United Nations expands its programme of cooperation and partnership with the Iraqi security forces under the United Nations Security Partnership Programme, which will facilitate the full transfer of the security of the

United Nations to host nation support. The Senior Police Adviser will provide guidance and coordination with regard to the activities of the Police Advisory Unit.

Staffing changes

55. In order to realize the staffing structure reflected above, the following changes are proposed.

56. The position of Head of Office (P-5) in Amman will be abolished in line with the Mission's priorities for 2012. It is expected that the UNAMI office in Jordan will be gradually reduced to the minimum level of requirements. Most of the current functions will be transferred to Iraq.

57. In line with the Mission's current activities in establishing self-reliant capacities and the attendant increase in liaison and interaction with the Government of Iraq and the Iraqi counterparts, the volume and level of responsibilities within the Office of the Chief of Staff will increase significantly in 2012 and the nature of those responsibilities will change. To meet these new requirements, it is proposed that the position of Principal Security Adviser (D-1) be redeployed from the Office of the Special Representative and retitled Deputy Chief of Staff (legal) (D-1), based in Baghdad.

58. In addition, the Office of the Chief of Staff will be required to cover an increased volume of protocol and liaison responsibilities. In view of this, it is proposed that the two positions of Planning and Coordination Officer (National Professional Officer) in Baghdad be retitled Protocol and Liaison Officer (National Professional Officer).

59. The abolition of one position of Language Assistant (Local level) in the office of the Legal Adviser in Baghdad is proposed, as the functions can be covered by the other staff in the office.

B. Substantive offices

Office of the Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights

International staff: *Outward redeployment of 1 Field Service position to the Office of the Special Representative of the Secretary-General*

National staff: *Inward redeployment of 1 Local level position from the Human Rights Office*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field/ Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2011	—	1	—	1	—	3	—	—	5	1	—	6	3	2	—	11
Proposed 2012	—	1	—	1	—	3	—	—	5	—	—	5	3	3	—	11
Change	—	—	—	—	—	—	—	—	—	(1)	—	(1)	—	1	—	—

60. The Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights (Assistant Secretary-General) leads the Political and Human Rights pillar of UNAMI. He or she oversees the work of the Offices of Political and Constitutional Affairs, Electoral Assistance and Human Rights. The Deputy Special Representative serves as officer-in-charge during the Special Representative's absence and is one of the three deputy designated officials for security.

61. For 2012, the immediate Office of the Deputy Special Representative, located in Baghdad, will comprise a Special Assistant (P-4), as well as one National Political Affairs Officer (National Professional Officer) and two Administrative Assistants (Local level). One Child Protection Adviser (P-4) and one National Child Protection Officer (National Professional Officer) positions will also be included in the staffing structure of the Office.

62. The Deputy Special Representative will be supported by a Liaison Officer (D-1) based in Tehran, who, in turn, will be supported by one Political Affairs Officer (P-4), one Translator (National Professional Officer) and one Administrative Assistant (Local level) in Tehran.

Staffing changes

63. Owing to the increased workload, it is proposed that one Administrative Assistant (Local level) be redeployed from the Human Rights Office in Amman to the Office of the Deputy Special Representative in Baghdad.

64. It is proposed that one Personal Assistant (Field Service) be redeployed to the Office of the Special Representative in Baghdad.

Office of Political and Constitutional Affairs

International staff: *Abolition of 5 positions (1 P-5, 2 P-4, 1 P-3, 1 P-2)*

National staff: *Abolition of 7 positions (4 National Professional Officer, 3 Local level)*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	1	1	4	14	9	2	**31**	1	—	**32**	28	17	—	**77**
Proposed 2012	—	—	1	1	3	12	8	1	**26**	1	—	**27**	24	14	—	**65**
Change	—	—	—	—	**(1)**	**(2)**	**(1)**	**(1)**	**(5)**	—	—	**(5)**	**(4)**	**(3)**	—	**(12)**

65. The Office of Political and Constitutional Affairs forms the backbone of the UNAMI political pillar. The Office provides critical operational and long-term strategic reporting and analysis to the offices of the Special Representative, the Deputy Special Representative (political) and United Nations Headquarters. It maintains liaison with political parties, official State institutions, the diplomatic community, civil society and other concerned entities. The Office has a lead role in developing, organizing, engaging and following up on the various initiatives of the

Special Representative and the Deputy Special Representative (political) inside and outside Iraq. These activities will continue to take place in a dynamic and complex political environment with operational parameters defined by a volatile security situation and ongoing disengagement of the United States Forces in Iraq. It is anticipated that the workload of the Office throughout the country will increase with the consolidation of a new Government. This will result in greater impetus for the political engagement of the Office of Political and Constitutional Affairs on issues concerning national reconciliation and coexistence, disputed territories, Arab-Kurd relations, accelerated efforts towards Iraq's exit from remaining Chapter VII mandates concerning the State of Kuwait, and constitutional activities, including the constitutional review process and passage of constitutionally mandated legislation by the Iraqi Council of Representatives.

66. For 2012, the office in Baghdad will continue to be headed by a Director (D-2) who reports directly to the Deputy Special Representative (political). The Director will be supported by a Special Adviser on Political Affairs (D-1) who also reports to the Deputy Special Representative (political), three Senior Political Affairs Officers (P-5), eight Political Affairs Officers (7 P-4 and 1 P-3), one Constitutional Affairs Officer (P-4), one Associate Political Affairs Officer (P-2) and one Administrative Assistant (Field Service). There will also be 23 National Professional Officers (3 Constitutional Affairs Officers, 5 Political Affairs Officers and 15 Governorate Liaison Officers) and six Local level positions (3 Administrative Assistants and 3 Language Assistants) supporting the Baghdad office.

67. The office in Erbil will be headed by one Political Affairs Officer (P-4), supported by two Constitutional Affairs Officers (P-3) and three Local level positions (1 Administrative Assistant and 2 Language Assistants).

68. The office in Kirkuk will be headed by one Political Affairs Officer (P-4), supported by two Political Affairs Officers (P-3), one National Professional Officer (Political Affairs Officer) and two Local level positions (1 Administrative Assistant and 1 Language Assistant).

69. The office in Basra will be headed by one Political Affairs Officer (P-4), supported by one Political Affairs Officer (P-3) and three Local level positions (two Administrative Assistants and one Language Assistant).

70. In New York, three Political Affairs Officers (1 P-4 and 2 P-3) will continue to provide ongoing political, operational and planning support to UNAMI.

Staffing changes

71. It is proposed that one position of Director (D-1) be retitled Special Adviser on Political Affairs.

72. In order to bolster the management and leadership of the substantive portfolio under the direction of the Director of the Office for Political and Constitutional Affairs, UNAMI will relocate two positions of Political Affairs Officer (1 P-4 and 1 National Professional Officer), one Administrative Assistant (Field Service) and one Language Assistant (Local level) from Amman to Baghdad to provide additional support. It is proposed that one Political Affairs Officer (P-3) be relocated from Baghdad to New York.

73. Owing to the consolidation of the UNAMI presence in Baghdad, it is proposed that one senior Political Affairs Officer (P-5) position and three Governorate Liaison Officer (National Professional Officer) positions be abolished and that one position of Political Affairs Officer (P-4) be relocated from Mosul to Baghdad and be retitled Constitutional Affairs Officer.

74. Owing to the closure of the Mosul office, the Mission will relocate one Political Affairs Officer (P-4) to Baghdad and propose the abolition of one Political Affairs Officer (National Professional Officer) position and one Administrative Assistant (Local level) position.

75. Owing to the closure of the Najaf office, it is proposed that the following positions be abolished: one Administrative Assistant (Local level) and one Language Assistant (Local level).

76. One Political Affairs Officer (P-4) will be relocated from New York to Kirkuk to support the likely increase of mandated activities in the internally disputed areas and Arab-Kurd relations. Owing to the streamlining of activities and the more harmonious utilization of human resources, it is also proposed that one Constitutional Affairs Officer (P-4) position in Kirkuk be abolished.

77. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is proposed that:

(a) One Constitutional Affairs Officer (P-4) position in Baghdad be abolished;

(b) One Associate Political Affairs Officer (P-2) position in Baghdad be abolished;

(c) One Political Affairs Officer (P-3) position in Najaf be abolished.

Electoral Assistance Office

International staff: *Abolition of 5 positions (3 P-4, 2 P-3)*
Downward reclassification of 1 Field Service position to Local level

National staff: *Reclassification of 1 Field Service position to Local level*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	1	2	8	4	—	**15**	1	—	**16**	—	6	—	**22**
Proposed 2012	—	—	—	1	2	5	2	—	**10**	—	—	**10**	—	7	—	**17**
Change	—	—	—	—	—	(3)	(2)	—	**(5)**	(1)	—	**(6)**	—	1	—	**(5)**

78. In 2012, UNAMI electoral assistance will focus on supporting and enhancing the Independent High Electoral Commission so that it can serve as a sustainable and professional electoral administration and conduct electoral processes that are credible and accepted by the Iraqi people. If requested by the Council of Representatives, UNAMI will also offer advice in developing processes leading to

the appointment of new commissioners. This will be achieved through a streamlined Electoral Assistance Office that will provide continuing technical advice and support on a range of electoral issues. This includes giving advice on the updating and restructuring of the voter registry, in coordination with a scheduled nationwide census. The Electoral Assistance Office will also support the capacity development and institution-building of the Independent High Electoral Commission, in collaboration with other UNAMI sections, and other relevant Iraqi institutions for the conduct of electoral processes in a viable, legal and operational environment.

79. While the electoral calendar for 2012 has not yet been determined, there are various electoral events which may be scheduled and which will require the Independent High Electoral Commission to engage fully in operational activities with UNAMI advice and support. These include district and subdistrict elections, which by law should take place six months after the governorate council elections (conducted early in 2009). These elections are pending the determination of district borders and the creation of voter lists at the district and subdistrict levels. Elections for the Kirkuk governorate council and the three governorate councils of the Kurdistan region are also due. Furthermore, referendums may be held on amendments to the Iraqi Constitution, the adoption of a Constitution for the Kurdistan region, the status of Kirkuk and other disputed areas, the formation of regions and other as-yet-unforeseen processes. In addition to preparations for and the conduct of such processes, each of those events may require comprehensive voter registration exercises or registration updates, which will draw significantly on Independent High Electoral Commission resources and which UNAMI should be ready to support. In addition, in 2012 a new Board of Commissioners for the Independent High Electoral Commission will be appointed by the Council of Representatives. The United Nations may be asked for advice and support in the appointment process and the induction of new commissioners, who will be essential for the credibility of future elections in Iraq. The appointment of new commissioners may also be followed by the employment of new senior and mid-level managers in the Independent High Electoral Commission, who will require United Nations support to enhance their technical capacity.

80. With respect to the establishment of a legal and operational environment that is conducive to the conduct of sound electoral processes, the Electoral Assistance Office will provide advice and support to the Independent High Electoral Commission and other Iraqi institutions inasmuch as their activities have an impact on the implementation of elections. The UNAMI team will also promote close coordination between the Independent High Electoral Commission and other institutions, drawing on critical lessons learned from elections conducted in 2009 and 2010. This could include the following institutions: the Council of Representatives, through its Legal Committee, the Ministry of the Interior, the Ministry of Defence, the Article 140 Committee, the Ministry of Education, the Ministry of Planning, the Ministry of Displacement and Migration, the Ministry of Foreign Affairs, the Ministry of Health, the Electoral Judicial Panel, the Accountability and Justice Commission, the Court of Cassation, the Supreme Court, the Independent Media Commission and Kurdistan regional institutions. The work of the Electoral Assistance Office undertaken with these institutions covers an array of complex and interconnected issues. These include: voter registration, including links to census data, lists for special voting and candidate vetting, provision of polling staff, security, monitoring of media campaign, registration of internally displaced persons for absentee voting, out-of-country voting and legal processes related to appeals on electoral issues, and certification of results.

81. With a view to the prioritization of UNAMI electoral resources, a number of Independent High Electoral Commission departments have been identified as central to a sustainable and credible electoral administration or as requiring additional capacity support. The primary departments or areas of support will include legal advice and complaints, operations, capacity-building, field coordination, logistics, voter registration procedures and training, data entry centre functions (including information technology/database), procurement and audit. The appointment of a new Board of Commissioners will require additional efforts from UNAMI. Other areas of work will be covered by United Nations country team partners.

82. The proposed staffing table for 2012 sets out the resources necessary to continue supporting and assisting the Independent High Electoral Commission with operational preparations for the electoral events outlined above. It reflects a streamlining of resources in anticipation of the as-yet-undetermined electoral calendar. These resources will enable UNAMI to offer a minimum level of support in maintaining the operational readiness of the Independent High Electoral Commission. Should the Independent High Electoral Commission be called upon to conduct a number of parallel electoral processes in 2012, additional resources may be required, including from existing electoral projects in the United Nations country team.

83. For 2012, the UNAMI Electoral Assistance Office will be headed by the Chief Electoral Adviser (D-1), supported by two Senior Electoral Officers (P-5), six Electoral Officers (4 P-4 and 2 P-3), one Logistics Assistant (Local level) and six Administrative Assistants (Local level). One Electoral Officer (P-4) in New York will continue to support the team in the Mission area.

Staffing changes

84. Owing to the streamlining of activities and the more harmonious utilization of human resources, it is proposed that the following positions be abolished: three Electoral Officers (2 P-4 and 1 P-3) and one External Relations Officer (P-4).

85. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff in Baghdad, it is also proposed that one position of Logistics/Administrative Assistant (Field Service) be reclassified as Logistics Assistant (Local level) and that one Electoral Officer (P-3) position be abolished.

Human Rights Office

International staff: *Abolition of 2 positions (1 P-4, 1 P-3)*

National staff: *Abolition of 5 positions (3 National Professional Officer, 2 Local level) and outward redeployment of 1 Local level position to the Office of the Deputy Special Representative*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	1	2	6	7	—	**16**	1	—	**17**	17	13	—	**47**
Proposed 2012	—	—	—	1	2	5	6	—	**14**	1	—	**15**	14	10	—	**39**
Change	—	—	—	—	—	**(1)**	**(1)**	—	**(2)**	—	—	**(2)**	**(3)**	**(3)**	—	**(8)**

86. Enhancing the promotion and protection of human rights, promoting judicial and legal reform and supporting the rule of law in Iraq will remain at the core of the activities of UNAMI and its Human Rights Office in 2012. The Human Rights Office will continue its results-based human rights strategy aimed at supporting and strengthening an Iraqi-led and -owned national human rights protection system capable of addressing both current human rights gaps and past human rights abuses, as well as of enhancing the capacity of duty-bearers to uphold the rule of law and to comply with Iraq's international human rights obligations and the Constitution of Iraq. To this end, the Human Rights Office will undertake liaison, capacity-building, technical support and advocacy activities with regard to the Government of Iraq, relevant ministries (including the Ministries of Human Rights, the Interior, Justice, Defence and Labour and Social Affairs), the Independent High Commission on Human Rights, the judiciary, security services and civil society organizations. The Human Rights Office will provide technical advice and training, and will maintain close working relationships with the Human Rights Committee of the Council of Representatives and other relevant bodies. The Human Rights Office will continue to strengthen its core monitoring and protection activities, including information-gathering, analysis and reporting. It will also continue to work with the United Nations country team on mainstreaming human rights within United Nations programmes and implementing human rights project-related activities.

87. In 2012, the Human Rights Office will monitor and provide technical and other support to the Government of Iraq on the implementation of the National Action Plan on Human Rights, which was developed by the Government in 2011, supported by the Human Rights Office, and in consultation with civil society, which aims to implement the recommendations accepted by Iraq in the universal periodic review process, carried out in February 2010. The Human Rights Office will place a particular focus on enhancing the rule of law (the situation of human rights in prisons and places of detention) and the rights and protection of women, minorities, children, persons with disabilities and other vulnerable groups.

88. The Human Rights Office will continue to prepare and publish regular and ad hoc reports and to follow up recommendations through advocacy and lobbying activities with relevant interlocutors.

89. The Human Rights Office will also continue to provide advice to the Deputy Special Representative (political) and the Special Representative of the Secretary-General on the human rights situation in Iraq, in close cooperation with the Office of the United Nations High Commissioner for Human Rights, United Nations mechanisms and special procedures in the field of human rights, as well as to provide advice on effective legal, institutional and policy reform aimed at promoting respect for and the protection of human rights.

90. In line with the UNAMI strategic vision for 2012, the Human Rights Office will continue to operate in its field presences in Basra, Kirkuk, Erbil and Baghdad, thus giving the Human Rights Office nationwide reach. However, changes in the operating environment and the readjustment of priorities to focus on strengthening Iraqi-led and -owned human rights mechanisms have required some redeployment and streamlining of staffing within the Human Rights Office and, in the interests of efficiency, a reduction in the number of staff compared with previous years.

91. The Baghdad office will ensure regular coordination, liaison and training with Government ministries, the Council of Representatives and other State and judicial

institutions in Baghdad, as well as civil society groups, including non-governmental organizations. For 2012, the Human Rights Office will be headed by a Chief Human Rights Officer (D-1) located in Baghdad. In addition to the Chief Human Rights Officer, the Baghdad office will be staffed by two Senior Human Rights Officers (P-5), nine Human Rights Officers (2 P-4, 2 P-3, and 5 National Professional Officer), one Personal Assistant (Field Service), one Database Assistant (Local level), two Language Assistants (Local level) and two Administrative Assistants (Local level).

92. The Erbil office will be headed by one Human Rights Officer (P-4), supported by seven Human Rights Officers (2 P-3 and 5 National Professional Officer), two Language Assistants (Local level) and one Administrative Assistant (Local level). The Erbil office will ensure regular coordination, liaison and training with Government ministries, the Kurdistan region parliament and other State and judicial institutions in the Kurdistan autonomous region, as well as civil society groups, including non-governmental organizations.

93. The Mosul office will be transferred to the Erbil hub in 2012. One Human Rights Officer (National Professional Officer) will remain, working on issues in Mosul and Ninewa governorate, but will be officially based in and supported by the office in Erbil. The Human Rights Officer (National Professional Officer) will ensure regular coordination, liaison and training with the local government, judicial and security institutions and civil society groups, including non-governmental organizations operating in the Mosul area. A particular focus of the Officer will be the rights of ethnic and religious minorities.

94. The Basra office will be headed by one Human Rights Officer (P-4), supported by three Human Rights Officers (1 P-3 and 2 National Professional Officer) and one Language Assistant (Local level). The Basra office will ensure regular coordination, liaison and training with regional and local government, judicial and security institutions and civil society groups, including non-governmental organizations operating in the southern region.

95. The Kirkuk office will be headed by one Human Rights Officer (P-4), supported by three Human Rights Officers (1 P-3 and 2 National Professional Officer) and one Language Assistant (Local level). The Kirkuk office will ensure regular coordination, liaison and training with regional and local government, judicial and security institutions and civil society groups, including non-governmental organizations operating in the Kirkuk area. A particular focus of the office will be the rights of ethnic minorities.

Staffing changes

96. Owing to the removal of a large part of the United Nations country team to Baghdad and the involvement of the Human Rights Office in the implementation of the United Nations Development Assistance Framework, the presence in Amman of Human Rights Office staff will no longer be required; hence, the following changes are proposed for the Amman office:

(a) The relocation of one Human Rights Officer (P-4) from Amman to Baghdad and one Human Rights Officer (National Professional Officer) from Amman to Basra;

(b) The abolition of two Human Rights Officer (National Professional Officer) positions in Amman;

(c) The relocation of one Administrative Assistant (Local level) from Amman to the Office of the Deputy Special Representative in Baghdad.

97. In the interests of streamlining the Office and ensuring more focused delivery, it is proposed that:

(a) One Human Rights Officer (National Professional Officer) position and one Administrative Assistant (Local level) position be abolished in Erbil;

(b) One Human Rights Officer (National Professional Officer) be relocated from Mosul to Erbil within the Human Rights Office;

(c) One Human Rights Officer (P-3) position be abolished in Mosul;

(d) One Language Assistant (Local level) position be abolished in Kirkuk and one be redeployed from Mosul to Basra within the Human Rights Office.

98. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff in Baghdad, it is also proposed that one Human Rights Officer (P-4) position be abolished.

Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support

International staff: *Abolition of 6 positions (2 P-4, 4 P-3)*

National staff: *Abolition of 22 positions (15 National Professional Officer, 7 Local level)*
Abolition of 7 positions (1 National Professional Officer, 6 Local level), effective 1 July 2012

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	1	—	1	2	8	15	2	**29**	2	—	**31**	45	17	—	**93**
Proposed 2012 (1 January 2012)	—	1	—	1	2	6	11	2	**23**	2	—	**25**	30	10	—	**65**
Change	—	—	—	—	—	**(2)**	**(4)**	—	**(6)**	—	—	**(6)**	**(15)**	**(7)**	—	**(28)**
Proposed 2012 (1 July 2012)	—	1	—	1	2	6	11	2	**23**	2	—	**25**	29	4	—	**58**
Change (cumulative)	—	—	—	—	—	**(2)**	**(4)**	—	**(6)**	—	—	**(6)**	**(16)**	**(13)**	—	**(35)**

99. The Deputy Special Representative of the Secretary-General for Development and Humanitarian Support (Assistant Secretary-General) coordinates the development and humanitarian activities · the United Nations country team in Iraq. The United Nations country team is composed of 20 agencies (16 resident and 4 non-resident), most of which have international representation in Iraq. Under the leadership of the

Deputy Special Representative for Development and Humanitarian Support, the Office assists the work of the Deputy Special Representative through hubs in Iraq and the office in Amman, which supports the transitional process of moving United Nations operations gradually into Iraq. The Office aids the coordination of United Nations initiatives at the national and local levels, bringing together the priority areas of the United Nations Development Assistance Framework with the overall integration priorities of the United Nations system in Iraq. It also monitors the overall programmatic implementation of quick-impact projects throughout the country.

100. The Deputy Special Representative for Development and Humanitarian Support also bears the responsibilities of the United Nations Resident Coordinator and United Nations Humanitarian Coordinator, resulting in the need for a diverse support team capable of assisting in humanitarian and development coordination, data collection and advocacy. Therefore, the geographic and technical diversity of the Office of the Deputy Special Representative is significant, with national staff providing most of the capacity, supported by international technical staff.

101. The Office of the Deputy Special Representative has offices in Amman, Baghdad, Erbil, Basra and Kirkuk, along with staff in each governorate. The development and humanitarian support team has been strengthened in 2011, enabling it to provide stronger support for the work of UNAMI and the United Nations country team; the positions added in 2011 have been for national staff as a result of the absorption of field information and coordination functions of the Office for the Coordination of Humanitarian Affairs.

102. The year 2012 should see the accelerated implementation of the five-year National Development Plan of the Government of Iraq as well as of the United Nations Development Assistance Framework and individual agencies' country programme documents, which are aligned in support of the National Development Plan. With a view to properly supporting these strategies, the development and humanitarian support team intends to reprofile its presence in Iraq and Amman by gradually moving functions into Iraq, while striving for a more streamlined structure.

103. In 2011, in response to the phasing-out of the operations of the Office for the Coordination of Humanitarian Affairs in Iraq, the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support has absorbed its information collection and coordination functions. Within the network of staff of the Office of the Deputy Special Representative in all governorates, 18 national humanitarian affairs officers facilitate the monitoring of UNAMI quick-impact projects, the protection of civilians and social trends during a period of change across the region, as well as providing information on the overall humanitarian and development situation in each governorate.

104. In Amman, the Deputy Special Representative is supported by four offices: the Office of the Deputy Special Representative, the Office of the Resident Coordinator, the Inter-Agency Information and Analysis Unit, and the Iraq Trust Fund Steering Committee support office. The Office of the Deputy Special Representative provides daily administrative and substantive support, while the Office of the Resident Coordinator provides support on operational and policy matters relating to the United Nations country team workplan and UNAMI/United Nations country team areas of integrated activities. The Inter-Agency Information and Analysis Unit, under the overall guidance of the Deputy Special Representative, provides to UNAMI, the United Nations country team and the Government of Iraq services

related to information gathering, analysis and management, so as to promote evidence-based planning. The Iraq Trust Fund Steering Committee support office is responsible for monitoring the overall progress of the implementation of the United Nations Development Assistance Framework Trust Fund and supports the Deputy Special Representative as Chair of the Iraq Trust Fund Steering Committee.

105. The Office of the Deputy Special Representative for Development and Humanitarian Support comprises the Deputy Special Representative (Assistant Secretary-General), one Senior Programme Officer (P-5), one Special Assistant (P-4), two Humanitarian Affairs Officers (P-3), one Information Officer/Associate Humanitarian Affairs Officer (P-2), one Personal Assistant (Field Service) and one Administrative Assistant (Local level). The Deputy Special Representative of the Secretary-General, the Special Assistant, the two Humanitarian Affairs Officers and the Information Officer are based in Baghdad, and the Senior Programme Officer is based in Erbil, while the remainder of the Office staff are based in Amman.

106. The Office of the Resident Coordinator is supported by one Humanitarian Affairs Officer (P-4) in Erbil and one Programme Officer (National Professional Officer) in Amman, who handle daily coordination activities. With regard to the Iraq Trust Fund Steering Committee support office, one Humanitarian Affairs Officer (National Professional Officer) is responsible for providing coordination and general administrative support to the Steering Committee and the Deputy Special Representative as Chair of the Steering Committee.

107. The Information Analysis Unit has staff in Amman, Baghdad and Erbil. In Amman, the Information Analysis Unit will be supported by one Economic and Social Analyst (P-3), one Website Developer and Data Exchange Manager (P-3), one Geographic Information Systems Officer (National Professional Officer), one Information Assistant (Local level), three Administrative Assistants (Local level) and one Programme Assistant (Local level). In Baghdad, the Information Analysis Unit has a Humanitarian Affairs Officer (P-3), a Liaison Officer (National Professional Officer), and a Geographic Information Assistant (Local level). In Erbil, the Information Analysis Unit has an Information Management Assistant (Field Service). All of these positions provide critical support for information analysis and management, as well as the development of information materials.

108. In Baghdad, the Deputy Special Representative will be supported by one Chief Humanitarian Coordinator (D-1). In addition, the office will be staffed by one Senior Programme Officer (P-5), one International Programme Officer (P-4), one International Programme Officer (P-3), one Associate Humanitarian Affairs Officer (P-2) and one Language Assistant (Local level). This office supports the United Nations country team through mission planning and coordinating with non-governmental organizations and Government ministries, while also serving to advocate at the highest levels regarding issues affecting the development and humanitarian agenda in Iraq.

109. The Baghdad office also serves as the base for the central hub, covering the six governorates of Baghdad, Diyala, Najaf, Wassit, Kerbala and Anbar. The hub is led by a Humanitarian Affairs Officer (P-4), supported by seven Humanitarian Affairs Officers (National Professional Officer), one Programme Officer (National Professional Officer) and one Programme Assistant (Local level). The previously separate Ramadi office has been integrated into this structure for enhanced coordination and support purposes.

110. The Kirkuk hub will be led by one Deputy Area Coordinator (P-3). Three Humanitarian Affairs Officers (National Professional Officer) provide support in the coordination of development and humanitarian activities, information collection and monitoring in Kirkuk and Salahaddin governorates.

111. The Kirkuk office also will oversee a sub-office covering Ninewa governorate, headed by one Area Coordinator (P-3), supported by one Humanitarian Affairs Officer (National Professional Officer). As in the other field offices, the team is responsible for managing the coordination of development and humanitarian activities and supporting the work of the United Nations country team in the governorate.

112. The Erbil hub will continue to be headed by one Area Coordinator (P-4), supported by one International Programme Officer (P-3), three Programme Officers (National Professional Officer), two Humanitarian Affairs Officers (National Professional Officer) and one Administrative Assistant (Local level). The team is responsible for managing the coordination of development and humanitarian activities in the Erbil, Suleimaniyah and Dahuk governorates, working closely with the United Nations country team's representatives in the region, non-governmental organization partners and the Government of Iraq to ensure a cohesive response to the needs of the area.

113. The Basra hub will be headed by an Area Coordinator (P-4), supported by one Deputy Area Coordinator (P-3), one International Programme Officer (P-3), two Programme Officers (National Professional Officer) and seven Humanitarian Affairs Officers (National Professional Officer), carrying out coordination, monitoring and evaluation functions and supporting the coordination of the United Nations development and humanitarian activities in Basra, Muthanna, Thi-Qar, Babil, Qadissiya and Missan.

Staffing changes

114. Owing to the streamlining of activities and the more harmonious utilization of human resources and in order to realize the staffing structure reflected above, it is proposed that:

Abolition

(a) Three Humanitarian Affairs Officer (National Professional Officer) positions be abolished in the Office of the Resident Coordinator in Amman;

(b) One Administrative Assistant (Local level) position be abolished in the Office of the Resident Coordinator in Amman;

(c) One Programme Officer (P-3) position be abolished in Baghdad;

(d) One Administrative Assistant (Local level) position be abolished in Baghdad;

(e) One Area Coordinator (P-4) position be abolished in Kirkuk;

(f) One International Programme Officer (P-4) position be abolished in Baghdad;

(g) One Humanitarian Affairs Officer (National Professional Officer) position be abolished in Mosul;

(h) Four Humanitarian Affairs Officer (National Professional Officer) positions be abolished in Erbil;

(i) One Humanitarian Affairs Officer (National Professional Officer) position be abolished in Kirkuk;

(j) One Liaison Officer (National Professional Officer) position be abolished in Mosul;

(k) Two Humanitarian Affairs Officer (National Professional Officer) positions be abolished in Najaf;

(l) Two Humanitarian Affairs Officer (National Professional Officer) positions be abolished in Ramadi;

(m) Two Programme Assistant (Local level) positions be abolished in Basra;

(n) One Administrative Assistant (Local level) position be abolished in Kirkuk;

(o) One Programme Assistant (Local level) position be abolished in Najaf;

(p) One Programme Assistant (Local level) position be abolished in Ramadi;

(q) One Humanitarian Affairs Officer (National Professional Officer) position be abolished in Amman.

Retitlements

(r) One Information Management Officer (National Professional Officer) position be retitled Geographic Information System Officer (National Professional Officer) in Amman;

(s) One Programme Officer (National Professional Officer) be retitled Humanitarian Affairs Officer (National Professional Officer);

(t) One Programme Officer (P-4) be retitled International Programme Officer (P-4) in Baghdad;

(u) Two Liaison Officers (National Professional Officer) be retitled Programme Officers (National Professional Officer) in Erbil;

(v) One Language Assistant (Local level) be retitled Programme Assistant (Local level) in the Information and Analysis Unit in Amman.

Summary of redeployments and retitlements, Office of the Deputy Special Representative for Development and Humanitarian Support

Current	*Proposed*
Redeployments within the Office	
One Information Management Assistant (Field Service), Amman	Erbil
One Humanitarian Affairs Officer (P-3), Information Analysis Unit, Amman	Baghdad

Current	*Proposed*
One Special Assistant (P-4), Amman	Baghdad
One Senior Programme Officer (P-5), Amman	Erbil
One Area Coordinator (P-3), Mosul	Kirkuk
Redeployments and retitlements within the Office	
One Humanitarian Affairs Officer (National Professional Officer), Amman	Programme Officer (National Professional Officer), Basra
One Information Management Officer (P-3), Information Analysis Unit, Amman	Humanitarian Affairs Officer (P-3), Baghdad
One Information Management Officer (P-4) in the Office of the Resident Coordinator, Amman	Humanitarian Affairs Officer (P-4), Erbil
One Programme Officer (P-4), Amman	International Programme Officer (P-4), Baghdad
One Information Officer (P-2), Amman	Information Officer/Associate Humanitarian Affairs Officer (P-2), Baghdad
One Information Officer (P-2), Amman	Information Officer/Associate Humanitarian Affairs Officer (P-2), Baghdad
Two Liaison Officers (National Professional Officer), Basra	Humanitarian Affairs Officer (National Professional Officer), Baghdad
One International Programme Officer (P-3), Kirkuk	Humanitarian Affairs Officer (P-3), Baghdad, Information Analysis Unit
One Administrative Assistant (Local level), Basra	Geographic Information Assistant (Local level), Baghdad, Information Analysis Unit
One Liaison Officer (National Professional Officer), Erbil	Baghdad, Information and Analysis Unit

115. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is proposed that the following posts be abolished: one Humanitarian Affairs Officer (P-3) in Baghdad, one Deputy Area Coordinator (P-3) in Erbil and one Area Coordinator (P-3) in Najaf.

116. In addition to making the changes set out above, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012, and one Humanitarian Affairs Officer (National Professional Officer), four Programme Assistants (Local level), one Information Assistant (Local level) and one Administrative Assistant (Local level) positions are expected to be abolished.

Public Information Office

International staff: *Abolition of 1 position (P-3)*

National staff: *Abolition of 3 positions (1 National Professional Officer and 2 Local level)*
Abolition of 1 position (1 Local level), effective 1 July 2012

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	1	1	1	3	1	7	—	—	7	8	9	—	24
Proposed 2012 (1 January 2012)	—	—	—	1	1	1	2	1	6	—	—	6	7	7	—	20
Change	—	—	—	—	—	—	(1)	—	(1)	—	—	(1)	(1)	(2)	—	(4)
Proposed 2012 (1 July 2012)	—	—	—	1	1	1	2	1	6	—	—	6	7	6	—	19
Change (cumulative)	—	—	—	—	—	—	(1)	—	(1)	—	—	(1)	(1)	(3)	—	(5)

117. In line with the Mission's overall strategic vision and the UNAMI and United Nations country team integrated strategic framework, the Public Information Office is supporting the mandate vested in the Mission by the Security Council in its relevant resolutions. The integrated strategic framework and the Special Representative's management plan identified communications as a priority area of action to promote the image of the United Nations as an impartial partner of the Iraqi people and foster dialogue on important topics for the Iraqi society. The main task of the UNAMI Public Information Office is to provide advice on, plan and implement communications activities aimed at Iraqi society and at external and internal stakeholders so as to strengthen the understanding of the role of UNAMI and the United Nations in the country, as well as a better understanding of Iraq within the United Nations.

118. More specifically, the role of the Public Information Office includes promoting the Mission's role in assisting Iraq in achieving national reconciliation, resolving internal boundary disputes, strengthening its governmental institutions, engaging neighbouring countries, promoting the protection of human rights, aiding vulnerable groups and bringing about judicial and legal reforms.

119. The Public Information Office will take the lead in the implementation of public information and outreach activities in Iraq, including the commemoration of United Nations Days, and will support the substantive sections and United Nations country team members in their outreach activities.

120. To reach its target audiences, such as the Iraqi population and media, the Iraqi authorities, the international media, donor countries and United Nations staff serving in Iraq, the Public Information Office will use the spokesperson, media relations, media monitoring, the Video/Photo Unit, the Outreach Unit, the Publications Unit and the Website Unit.

121. The Public Information Office will be headed by a Chief of Public Information/Spokesperson (D-1) based in Baghdad and supported by one Deputy Chief of Public Information/Spokesperson (P-5) based in Erbil.

122. In Baghdad, the office will be staffed by one Public Information Officer (P-4) who will head the Publications Unit, three Public Information Officers (1 P-3 and 2 National Professional Officer), one Photographer (P-2), one Public Information Assistant (Local level) and one Language Assistant (Local level).

123. In Erbil, the office will be staffed by one Public Information Officer (National Professional Officer), one Webmaster (National Professional Officer), one Public Information Assistant (Local level) and one Language Assistant (Local level).

124. The office in Amman will be staffed by one Public Information Officer (National Professional Officer), one Webmaster (National Professional Officer) and one Public Information Assistant (Local level).

125. In Kirkuk, one Public Information Officer (P-3), one Public Information Officer (National Professional Officer) and one Public Information Assistant (Local level) will support the UNAMI office and will be supervised by the Baghdad office.

126. In Basra, one Public Information Assistant (Local level) will support the UNAMI office and will be supervised by the Baghdad office.

Staffing changes

127. Owing to the streamlining of activities and the better utilization of human resources, and in order to realize the staffing structure reflected above, it is proposed that:

(a) The following positions be abolished: one Public Information Officer (National Professional Officer) in Basra, one Web Assistant (Local level) in Erbil and one Public Information Assistant (Local level) in Baghdad;

(b) One Video Producer (P-3) position be abolished in Baghdad;

(c) The Mission relocate one Public Information Officer (P-3) from Erbil to Kirkuk and one Deputy Chief and Deputy Spokesperson (P-5) from Amman to Erbil.

128. In addition to making the changes set out above, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, one Public Information Assistant (Local level) position is expected to be abolished.

C. Security Section

International staff: *Abolition of 17 positions (1 P-5, 1 P-3, 6 P-2 and 9 Field Service)*
Downward reclassification of 1 P-2 position to National Professional Officer
Creation of 4 positions (1 P-3 and 3 P-2)

National staff: *Creation of 34 positions (Local level) and reclassification of 1 P-2 to National Professional Officer*
Abolition of 3 positions (National Professional Officer), effective 1 July 2012

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	1	7	15	16	**39**	146	—	**185**	12	122	—	**319**
Proposed 2012 (1 January 2012)	—	—	—	—	—	7	15	12	**34**	137	—	**171**	11	156	—	**338**
Change	—	—	—	—	**(1)**	—	—	**(4)**	**(5)**	**(9)**	—	**(14)**	**(1)**	**34**	—	**19**
Proposed 2012 (1 July 2012)	—	—	—	—	—	7	15	12	**34**	137	—	**171**	11	150	—	**332**
Change (cumulative)	—	—	—	—	**(1)**	—	—	**(4)**	**(5)**	**(9)**	—	**(14)**	**(1)**	**28**	—	**13**

129. The safety and security of the United Nations staff within UNAMI and the United Nations agencies, funds and programmes serving in Iraq is managed, on behalf of the designated official, by the Chief Security Adviser of the Security Section in Iraq. This coordinated and integrated approach enables the United Nations to operate in the extreme, insecure and fluid environment of Iraq at substantially reduced risk to United Nations staff, assets and programmes. Planning, development, coordination and implementation of the required security measures to mitigate potential risks enable UNAMI to perform its functions in Iraq. The Security Section in Iraq continues to develop and enhance its structure to support UNAMI activities.

130. Given the withdrawal of the security support provided by the United States Forces in Iraq, there is a greater requirement for the Security Section in Iraq to become more self-reliant. Substantial progress is ongoing towards the implementation of these plans, although the target staffing numbers have not been fully achieved, owing to limitations in terms of staff ceilings that are caused in turn by the security environment. The effort to achieve greater self-reliance continues in accordance with Security Council resolution 1936 (2010). The security environment and the corresponding threats faced by UNAMI are not expected to change significantly in 2012.

131. The United Nations continues to face extraordinary security challenges in Iraq. The high level of risk demands that the Security Section in Iraq build capabilities

that include the provision of armed protection details, the design and creation of heavily fortified office and accommodation facilities, a continuous flow of security information and analysis and the procurement of a variety of advanced technologies to detect and mitigate the many threats in the operational theatre. It is anticipated that the current high levels of risk to the United Nations activities in Iraq will remain the same during the course of 2012 and onward. The withdrawal of the United States Forces in Iraq requires that the Security Section in Iraq work in cooperation with the Iraqi security forces. There is also a critical requirement to provide security support to locally recruited United Nations staff in every province and to start building the national staff component of the Security Section in Iraq. This requirement can be achieved only by the increased use of locally recruited staff of the Security Section in Iraq in every United Nations hub and province throughout Iraq.

132. The Security Section in Iraq is the product of an integrated security system and consists of the following major components:

(a) The Office of the Chief Security Adviser: Strategic Plans Unit and Administrative Office of the Chief Security Adviser;

(b) The Office of the Deputy Chief Security Adviser (operations): Plans Unit, Current Operations Unit, Operations Personal Security Detail Unit, Field Security Coordination Offices in Baghdad, at Baghdad International Airport, in Erbil, in Kirkuk and in Basra, Security Section in Iraq Office, Amman, and Security Section in Iraq Office, Kuwait;

(c) The Office of the Deputy Chief Security Adviser (support): Administration and Human Resources Unit (including staff tracking, identification and badge sub-unit), Logistics Unit, Security Training Unit, Investigation Unit and Fire Safety Unit;

(d) The Security Information and Analysis Unit: acquisition cell, collation cell and analysis cell.

133. The current organizational structure of the Security Section in Iraq is based on operational needs and the evolving security environment, which demands a balanced regional presence. The core of the Security Section in Iraq, including the Office of the Chief Security Adviser (operations), operations support and the Security Information and Analysis Unit, will continue to be based in Baghdad. The Security Section offices in Amman and Kuwait are structured to support the specific needs of the UNAMI presence at those two locations.

134. The headquarters element of the Security Section in Iraq is headed by the Chief Security Adviser, who is responsible for the command, control, coordination and management of all security assets of the Mission and the United Nations agencies, funds and programmes. The Chief Security Adviser reports directly to the Special Representative of the Secretary-General, who is the designated official for Iraq. The Chief Security Adviser operates at the strategic, operational and tactical levels to ensure the implementation of risk-mitigation measures, planning and execution of missions and the provision of technical security advice to the designated official and the security management team. He or she manages all personnel and operational activities of the Mission's security component, and is the primary security adviser to the designated official and the security management team. In Baghdad, the Chief Security Adviser is supported by one Deputy Chief

Security Adviser (operations), one Deputy Chief Security Adviser (support) and one Senior Information Security Analyst. The Strategic Plans Unit comprises two Security Officers (1 P-4 and 1 P-3), who provide support to the Chief Security Adviser in the area of strategic planning. The Administrative Office of the Chief Security Adviser includes one Administrative Assistant (Local level).

135. The unique operational environment of Iraq has necessitated two Deputy Chief Security Advisers, namely, the Deputy Chief Security Adviser (operations) and Deputy Chief Security Adviser (support). These operational changes are also highlighted in and are in accordance with the documents pertaining to the Benchmark Validation Report of the Security Occupational Group.

136. Information about the staffing of the units and sub-units of the Office of the Deputy Chief Security Adviser (operations) is set out below, together with a brief description of their functions:

(a) The Plans Unit (Baghdad) provides the planning and coordination of all operational activities of the Security Section in Iraq in close cooperation with UNAMI senior staff and other entities and agencies. The Unit is headed by one Security Officer (P-4), supported by three Security Officers (2 P-3 and 1 Field Service);

(b) The Current Operations Unit (Baghdad) incorporates management and control for Security Section in Iraq current operations, 24 hours a day, seven days a week. It supervises the response to operational contingencies such as casualty and medical evacuation. The Unit is the coordination centre for major incident management and is also responsible for tracking personnel throughout the Mission area and providing overall security supervision of the UNAMI facilities in coordination with the Iraqi security forces and United Nations Guard Unit. The Current Operations Unit is headed by one Security Officer (P-3), supported by three Security Officers (1 P-2 and 2 Field Service);

(c) The Operations Personal Security Detail Unit (Baghdad) provides effective, efficient and professional personal protective security services to all personnel of the United Nations, specialized agencies, funds and programmes, in order to ensure their personal security and safety, as well as to secure their working environment in all regions of Iraq, Jordan and Kuwait. The Unit is headed by one Security Officer (P-3), supported by 66 Personal Protection Officers (Field Service) divided into four teams, and 12 Security Assistants (Local level).

137. The Field Security Coordination Office, Baghdad, is responsible for the operations in Baghdad operational hub and is headed by one Security Officer (P-4), supported by three Security Officers (1 P-3, 1 Field Service and 1 National Professional Officer). Under the Office there are two operational sub-units:

(a) The premises security sub-unit, which is in charge of premises security for five UNAMI compounds: Diwan, Tamimi, the Special Representative's Villa, the logistics base and the USAID compound. The sub-unit comprises 4 Security Officers (Field Service) and 42 Security Assistants (Local level);

(b) The Radio Room, which is primarily responsible for maintaining radio communication 24 hours a day, seven days a week. It comprises eight Radio Operators (Local level).

138. The Field Security Coordination Office at Baghdad International Airport is responsible for the operations at the Baghdad International Airport operational hub and is headed by one Security Officer (P-3), supported by one Associate Security Officer (P-2). Under the Office there are five sub-units:

(a) The operations sub-unit, which comprises two Security Officers (1 Field Service and 1 National Professional Officer);

(b) The aviation security team, which is responsible for providing security to United Nations aeroplane and helicopter operations. The sub-unit consists of 12 Personal Protection Officers (Field Service);

(c) The premises security sub-unit, which is responsible for providing security for United Nations facilities. The sub-unit comprises two Security Officers (Field Service) and six Security Assistants (Local level);

(d) The fire safety sub-unit, which is responsible for ensuring fire safety and conducting general fire safety training to staff members. The sub-unit comprises one Fire Safety Assistant (Local level);

(e) The Radio Room which is responsible for maintaining radio communications 24 hours a day, seven days a week. It comprises six Radio Operators (Local level).

139. The Field Security Coordination Office in Erbil is responsible for the operations in Erbil operational hub and is headed by one Security Officer (P-4), supported by one Administrative Assistant (Local level). Under the Office there are five sub-units:

(a) The operations sub-unit, which comprises three Security Officers (1 P-2, 1 Field Service and 1 National Professional Officer);

(b) The premises security sub-unit, which is responsible for providing security for United Nations facilities within the area of responsibility. The sub-unit comprises 1 Security Officer (Field Service) and 14 Security Assistants (Local level);

(c) The fire safety sub-unit, which is responsible for ensuring fire safety on the premises and conducting general fire safety training for staff members. The sub-unit comprises one Fire Safety Assistant (Local level);

(d) The security information and analysis sub-unit, which is responsible for the gathering, collation, assessment and analysis of security information, and comprises one Associate Security Officer (P-2) and one Security Officer (National Professional Officer), as well as one Security Assistant (Local level);

(e) The Radio Room, which is responsible for maintaining radio communications 24 hours a day, seven days a week, and consists of six Radio Operators (Local level).

140. The Field Security Coordination Office in Kirkuk is responsible for operations in Kirkuk operational hub and is headed by one Security Officer (P-3), supported by one Associate Security Officer (P-2) and one Administrative Assistant (Local level). Under the Office are six sub-units, as follows:

(a) The operations sub-unit, which comprises three Security Officers (1 P-2, 1 Field Service, and 1 National Professional Officer);

(b) The personal security detail team, which comprises eight Personal Protection Officers (Field Service) and two Security Assistants (Local level);

(c) The premises security sub-unit, which is responsible for providing security to United Nations facilities and comprises one Security Officer (Field Service) and six Security Assistants (Local level);

(d) The fire safety sub-unit, which is responsible for ensuring fire safety on the premises and conducting general fire safety training to regional staff members. The sub-unit consists of one Fire Safety Assistant (Local level);

(e) The security information and analysis sub-unit, which is responsible for the gathering, collation, assessment and analysis of security information, and comprises one Associate Security Officer (P-2), two Security Officers (Field Service and 1 National Professional Officer) and one Security Assistant (Local level);

(f) The Radio Room, which maintains radio communication 24 hours a day, seven days a week, and consists of six Radio Operators (Local level).

141. The Field Security Coordination Office in Basra is responsible for the Basra operational hub and is headed by one Security Officer (P-3), supported by one Associate Security Officer (P-2). Under the Office there are two sub-units:

(a) The personal security detail team, which consists of eight Personal Protection Officers (Field Service);

(b) The security information and analysis sub-unit, which is responsible for the gathering, collation, assessment and analysis of security information, and comprises one Associate Security Officer (P-2).

142. The Field Security Coordination Office within the Security Section in the Iraq Office, Amman, serves as the support base of the Security Section in Iraq for liaison duties with the host country, the country designated official and the security management team. The Office is managed by one Security Officer (P-2), supported by three Security Officers (2 Field Service and 1 National Professional Officer), one Administrative Assistant (Local level) and one Security Assistant (Local level).

143. The Security Information and Analysis Unit is responsible for the gathering, collation, assessment and analysis of security information, and comprises one Security Officer (National Professional Officer) and five Security Assistants (Local level).

144. The Field Security Coordination Office within the Security Section in the Iraq Office, Kuwait, serves as the support base of the Security Section in Iraq for liaison duties with the host country, the country designated official and the security management team. The Office is supervised by one Security Officer (P-3), supported by one Security Officer (Field Service), two Administrative Assistants (Local level) and three Security Assistants (Local level). Under the Office there are three sub-units:

(a) The premises security sub-unit, which is responsible for providing security to United Nations facilities. The sub-unit comprises 1 Security Officer (Field Service) and 13 Security Assistants (Local level);

(b) The Radio Room, which comprises four Radio Operators (Local level);

(c) The Deputy Chief Security Adviser (support) representative. The delegated staff members is responsible for maintaining liaison and coordination with the UNAMI Human Resources Section and Logistics Section. It comprises one Security Officer (Field Service).

145. The position of Deputy Chief Security Adviser (support) is held by a Security Officer of the Department of Safety and Security in Baghdad. Information about the staffing of the units and sub-units is set out below, together with a brief description of their functions:

(a) The Administration and Human Resources Unit is responsible for all functions related to administration, including staffing matters pertaining to the Security Section in Iraq, as well as the recruitment of security personnel at both the international and the national levels. The Unit is headed by one Security Officer (P-3), supported by two Security Officers (Field Service) and one Administrative Assistant (Local level). Under the supervision of the Administration and Human Resources Unit, the staff tracking, pass and identification sub-unit is responsible for Mission-wide staff tracking and Mission and security clearance procedures, as well as the issuance of relevant passes and identity cards. It consists of four Security Officers (Field Service), one Security Clerk (Local level) and one Security Assistant (Local level);

(b) The Logistics Unit responsible for the planning and follow-up of logistical requirements for the Security Section in Iraq, as well as for the procurement and provision of supplies. The Unit is headed by one Security Officer (P-4), supported by one Associate Security Officer (P-2), one Security Officer (Field Service) and one Administrative Assistant (Local level);

(c) The information technology and project sub-unit is responsible for all information technology aspects and projects and for the Geographic Information System (GIS). The sub-unit comprises one Information Management Officer (P-3), one Security Officer/Geographic Information System Specialist (P-3) and one Associate Security Officer/Geographic Information System Specialist (P-2);

(d) The Security Training Unit is responsible for determining the training requirements for the Security Section in Iraq as well as for conducting and facilitating relevant in-house training programmes. A major aspect of training activities is the delivery of firearms qualification and requalification for the personal security detail teams and security officers. The Unit is headed by a Security Officer (P-3), supported by two Security Officers (Field Service) and one Security Assistant (Local level);

(e) The Investigations Unit is responsible for initiating and conducting investigations concerning the loss, theft or illegal use of United Nations-owned equipment, traffic accidents and improper conduct of United Nations Staff. The Unit comprises two Security Officers (Field Service);

(f) The Fire Safety Unit is responsible for ensuring fire safety at United Nations facilities. The functions involve working in close collaboration with the fire safety units at other locations and conducting fire safety training for all staff. It comprises one Fire Safety Officer (P-2), one Security Officer (Field Service) and one Fire Safety Assistant (Local level).

146. The Security Information and Analysis Unit is responsible for the acquisition, collation and analysis of information that is related to the security of UNAMI staff and assets. The Unit maintains information links with all relevant organizations associated with the United Nations. The Unit participates in interorganizational security discussions, workshops and briefings. It collects information, assesses the security situation, determines security issues, develops and disseminates security warnings and articulates security information for the security management team and other United Nations staff. In addition, the Unit develops and maintains a security incident database, compiles daily, weekly and periodical security situation reports, produces a UNAMI threat/risk map and participates in security risk assessment missions. The Unit collects information through trained staff members, who are located in the regional offices of the Security Section in Iraq. The Security Information and Analysis Unit is headed by one Senior Security Information Analyst (P-4), supported by one Security Information Analyst (P-3). Under the Security Information and Analysis Unit there are the following sub-units:

(a) The acquisition cell, which comprises two Security Officers (Field Service), one Security Officer (National Professional Officer) and two Administrative Assistants (Local level);

(b) The collation cell, which comprises one Security Officer (Field Service) and two Security Assistants (Local level);

(c) The analysis cell, which comprises one Security Information Analyst (P-3) and four Security Officers (3 Field Service and 1 National Professional Officer).

147. UNAMI has a unique relationship with the Department of Safety and Security. The Mission is supported by one Field Security Coordination Officer (P-4) in the Department of Safety and Security in New York who is embedded in the "country desk" arrangement. This arrangement promotes immediate and uncompromised access to the Under-Secretary-General for Safety and Security, policy and doctrine specialists, the Department's Threat and Risk Unit, training specialists and other regional desks of the Department.

148. In addition to the existing UNAMI positions, 12 security professionals are appointed to UNAMI by the Under-Secretary-General for Safety and Security to advise the designated official and the security management team in their security functions and to administer the safety and security programme. These professionals are responsible to the designated official and maintain a technical line of communication to the Department. The 12 positions are funded through the regular budget of the Department of Safety and Security.

Staffing changes

149. The current high levels of risk to United Nations activities in Iraq is likely to remain over the course of 2012 and onwards. The key staffing objective is to enable the Security Section in Iraq to conduct secure operations, despite the termination of United States Forces in Iraq support and with the cooperation of the Iraqi security forces, and within the communities of Iraq. With these challenges in mind and considering long-term cost-effectiveness and the possible language barrier between UNAMI and Iraqi security forces staff, the cut-back on international positions and the allocation of 34 additional national staff positions are deemed necessary. Based

on the operational needs for 2012 and beyond, it is proposed that the authorized strength of the Security Section in Iraq as approved in the budget for 2011 be restructured as set out below.

150. It is proposed that the following positions be relocated:

Current	*Proposed*
Two Security Officers (P-3), Baghdad, Security Information and Analysis Unit	One to Basra, Field Security Coordination Office; one to Baghdad International Airport, Field Security Coordination Office
Four Security Officers (Field Service), Erbil	One to Baghdad, Security Information and Analysis Unit, acquisition cell; one to Kirkuk, Field Security Coordination Office, operations; one to Kuwait, Field Security Coordination Office, Security Section in Iraq; one to Kuwait, Field Security Coordination Office, premises security
Two Security Officers (Field Service), Baghdad, Current Operations Unit	One to Baghdad, Operations, Personal Security Detail Unit; one to Kirkuk, Field Security Coordination Office, security information and analysis sub-unit
Three Security Officers (Field Service), Baghdad, Operations Branch Unit	One to Baghdad International Airport, Field Security Coordination Office, operations; two to Baghdad International Airport, Field Security Coordination Office, premises security
Eight Personal Protection Officers (Field Service), one from Kuwait Security Section in Iraq, and seven from Erbil, Personal Security Detail Unit	Basra, Field Security Coordination Office, personal security detail team
One Security Officer (National Professional Officer), Erbil	Baghdad, Security Information and Analysis Unit, acquisition cell
Three Security Officers (National Professional Officer), Baghdad, Operations Unit	One to Erbil, Field Security Coordination Office, security information and analysis sub-unit; one to Kirkuk, Field Security Coordination Office, operations; one to Kirkuk, Field Security Coordination Office, security information and analysis sub-unit
One Security Assistant (Local level), Amman	Baghdad, Field Security Coordination Office, premises security
Three Security Assistants (Local level), Baghdad, Security Information and Analysis Unit	Kuwait, Security Section in Iraq, Field Security Coordination Office

Current	*Proposed*
Two Security Assistants (Local level), Basra	One to Erbil, Field Security Coordination Office, premises security; one to Baghdad, Security Information and Analysis Unit, acquisition cell
One Administrative Assistant (Local level), Baghdad, Administration and Logistics Unit	Kirkuk, Field Security Coordination Office
One Administrative Assistant (Local level), Erbil	Baghdad, Security Training Unit
Nine Security Assistants (Local level), Amman, Security Section in Iraq	Baghdad, Operations Unit
One Security Officer (P-4), Amman, Security Section in Iraq	Baghdad, Field Security Coordination Office
Four Associate Security Officers (P-2), Baghdad, three in the Security Information and Analysis Unit and one in the Administration and Logistics Unit	One to Kirkuk, Field Security Coordination Office, Security Information and Analysis sub-unit; one to Kirkuk, Field Security Coordination Office; one to Erbil, Field Security Coordination Office, operations; one to Amman, Field Security Coordination Office

151. It is proposed that the following positions be retitled and relocated:

Current	*Proposed*
One Special Assistant (P-3), Baghdad, Office of the Chief Security Adviser	Information Management Officer (P-3), Baghdad, Field Security Coordination Office, Information Technology and Project Unit
One Security Information Management Officer (P-3), Baghdad, Administration and Logistics Unit	Security Officer (P-3), Baghdad, Field Security Coordination Office, Information Technology and Project Unit
One Security Assistant (Field Service), Baghdad, Project Management and Technology Support Unit	Security Officer (Field Service), Baghdad, Security Information and Analysis Unit, collation cell
Eight Security Officers (Field Service), Baghdad, six in the Security Information and Analysis Unit and two in the Investigation Unit	Personal Protection Officer (Field Service), Baghdad, Operations, Personal Security Detail Unit
Two Fire Security Officers (Field Service), Baghdad, Operations Branch Unit, and six Security Officers (Field Service), Erbil, Security Section in Iraq	Personal Protection Officer (Field Service), Kirkuk

Current	*Proposed*
One Security Officer (Field Service), Baghdad, Field Security Coordination Office	Personal Protection Officer (Field Service), Baghdad, Operations, Personal Security Detail Unit
Two Security Officers (Field Service), Baghdad, Project Management and Technology Support Unit	Security Assistant (Field Service), Amman, Security Section in Iraq
One Radio Operator (Local level), Basra	Fire Safety Assistant (Local level), Baghdad International Airport, Field Security Coordination Office, fire safety sub-unit
One Administrative Assistant (Local level) and three Radio Operators (Local level), Amman, Security Section in Iraq	Security Assistant (Local level), Amman, Field Security Coordination Office, Security Information and Analysis Unit
One Administrative Assistant (Local level), Baghdad, Security Information and Analysis Unit	Security Assistant (Field Service), Erbil, Field Security Coordination Office, security information and analysis sub-unit
One Security Management Assistant (Local level), Baghdad, Administration and Logistics Unit	Security Assistant (Local level), Baghdad, Operations, Personal Security Detail Unit
One Security Officer (P-3), Baghdad, Operations Branch Unit	Security Information Analyst (P-3), Baghdad, Security Information and Analysis Unit
One Security Officer (P-4), Baghdad, Operations Branch Unit	Senior Security Information Analyst (P-4), Baghdad, Security Information and Analysis Unit
One Security Officer (P-3), Amman, security awareness induction training	Security Information Analyst (P-3), Baghdad, Security Information and Analysis Unit

152. As security requirements increases in Iraq, it is proposed that the following positions be created:

(a) One Fire Safety Assistant (Local level), Fire Safety Unit, Baghdad;

(b) One Fire Safety Assistant (Local level), fire safety sub-unit, Field Security Coordination Office, Erbil;

(c) One Fire Safety Assistant (Local level), fire safety sub-unit, Field Security Coordination Office, Kirkuk;

(d) Five Security Assistants (Local level), premises security sub-unit, Field Security Coordination Office, Kirkuk;

(e) One Security Assistant (Local level), security information analysis sub-unit, Field Security Coordination Office, Kirkuk;

(f) Two Security Assistants (Local level), personal security detail team, Field Security Coordination Office, Kirkuk;

(g) One Security Assistant (Local level), Logistics Unit, Baghdad;

(h) Two Security Assistants (Local level), Security Information Analysis Unit, Baghdad;

(i) One Security Assistant (Local level), Administration and Human Resources Unit, Baghdad;

(j) Six Security Assistants (Local level), premises security sub-unit, Field Security Coordination Office, Baghdad International Airport;

(k) Six Radio Operators (Local level), Radio Room, Field Security Coordination Office, Baghdad International Airport;

(l) Six Radio Operators (Local level), Radio Room, Field Security Coordination Office, Kirkuk;

(m) One Security Clerk (Local level), Administration and Human Resources Unit, Baghdad;

(n) One Associate Security Officer (P-2), Field Security Coordination Office, Baghdad International Airport;

(o) One Associate Security Officer (P-2), security information analysis sub-unit, Field Security Coordination Office, Basra;

(p) One Security Officer (P-2), Information Technology and Project Unit, Field Security Coordination Office, Baghdad;

(q) One Security Officer (P-3), Field Security Coordination Office, Kirkuk.

153. Given the streamlining of activities and the better utilization of human resources, it is proposed that 12 positions be abolished, as follows: one Chief Security Officer (P-5) in Baghdad, two Personal Protection Officer (Field Service) in Amman, three Security Officer (Field Service) in Baghdad, four Security Officer (Field Service) in Basra and two Security Officer (National Professional Officer) in Erbil.

154. Furthermore, it is proposed that six Associate Security Officer (P-2) positions (three in the Baghdad Operations Branch Unit, one in Kuwait, one in Mosul and one in Najaf) be abolished. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is also proposed that one Security Officer (P-3) position in Amman be abolished.

155. It is also proposed that one position of Associate Security Officer (P-2) in the Baghdad Operations Branch Unit be reclassified as Security Officer (National Professional Officer) in the Operations Unit, Field Security Coordination Office, Baghdad International Airport.

156. In addition, as UNAMI is intending to reduce its presence in Amman considerably after 1 July 2012, it is expected that six Security Assistant (Local level) will be abolished.

D. Office of the Chief of Mission Support

International staff: *Abolition of 3 positions (1 P-3, 2 Field Service) and reclassification of 1 Field Service position to Local level*

National staff: *Reclassification of 1 Field Service position to Local level and abolition of 1 Local level position, effective 1 July 2012*

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2011	—	—	—	1	1	4	4	—	10	5	—	15	1	6	—	22
Proposed 2012 (1 January 2012)	—	—	—	1	1	4	3	—	9	2	—	11	1	7	—	19
Change	—	—	—	—	—	—	(1)	—	(1)	(3)	—	(4)	—	1	—	(3)
Proposed 2012 (1 July 2012)	—	—	—	1	1	4	3	—	9	2	—	11	1	6	—	18
Change (cumulative)	—	—	—	—	—	—	(1)	—	(1)	(3)	—	(4)	—	—	—	(4)

157. The Mission support element of UNAMI provides administrative and logistical support. The Chief of Mission Support (D-1) is tasked with managing the human and financial resources of the Mission approved by the General Assembly to ensure that the Mission achieves its mandate as outlined by the Security Council. The Chief is also responsible for the implementation of the United Nations integrated headquarters project in Baghdad. As the lead person, the Chief advises the Special Representative of the Secretary-General on various administrative issues and implements administrative policies and procedures, as well as the necessary internal controls. The Chief is also responsible for ensuring that the Mission achieves its goal of self-reliance after the withdrawal of the United States Forces in Iraq. The Chief of Administrative Services, the Chief of Technical Services, the Chief Medical Officer and the Senior Project Officer report directly to the Chief of Mission Support, as do the Chief Budget Officer and the Administrative Officers in Amman, Baghdad, Erbil, Basra and Kirkuk, and at Baghdad International Airport.

158. In Baghdad, the Office of the Chief of Mission Support provides overall leadership to ensure that the Mission runs its operations across four different countries in a cohesive, efficient and effective manner. It ensures that the substantive component receives the excellent support that will enable the Mission to achieve the objectives mandated by the Security Council. The Office also liaises with various stakeholders, such as the United States Forces, the host country Government and the United Nations agencies, funds and programmes. The Office is supported by one Administrative Officer (P-4) and two Administrative Assistants (1 Field Service and 1 Local level). In addition, a Senior Project Officer (P-5) is in charge of overseeing the construction of the United Nations integrated headquarters in Baghdad (USAID compound), reporting directly to the Chief of Mission Support. The Senior Project

Officer will be supported by one Engineer (National Professional Officer) and one Administrative Assistant (Local level).

159. The Chief of Mission Support is represented in each regional office by one Administrative Officer and either one or two Administrative Assistants, as follows:

(a) Amman: one Administrative Officer (P-4) and one Administrative Assistant (Local level);

(b) Basra: one Administrative Officer (P-3) and one Administrative Assistant (Local level);

(c) Erbil: one Administrative Officer (P-4) and two Administrative Assistants (Local level);

(d) Kirkuk: one Administrative Officer (P-3) and one Administrative Assistant (Local level).

160. The Baghdad International Airport office acts as a transit point for staff members and troops arriving in and leaving Iraq. It houses the MovCon (movement control) and air operations elements of the Mission, as well as the aircraft crews. One Administrative Officer (P-3) will report directly to the Chief of Mission Support and ensure that the compound is managed in an effective and efficient manner.

161. Over the years, the Erbil office has assumed greater importance as the Mission hub for managing issues in northern Iraq and both the staffing and the size of the compound have increased. In addition to experiencing a significant increase in United Nations country team staff, the office currently includes 42 United Nations Guard Unit personnel. This number is expected to increase further. The guards will be accommodated in the United Nations Guard Unit accommodation building, which is being expanded.

162. The Kirkuk regional office will move from its temporary location to a redeveloped interim location.

163. In Basra, UNAMI is currently waiting for the negotiations between UNAMI, the Government of the United States, including its Department of Defense, and the Government of Iraq to determine the size of the footprint and the types of assets that will be available after the handover of the provincial reconstruction team. An independent office and residential compound has been built to accommodate up to 16 international staff and 72 United Nations Guard Units.

164. In Kuwait, the Budget and Trust Fund Unit is responsible for implementing budgetary and trust fund policies and procedures, monitoring the implementation of the approved budget and trust fund, and preparing various reports and the Mission budget. The Unit will be headed by the Chief Budget Officer (P-4), who will report directly to the Chief of Mission Support and be supported by one Budget Officer (Field Service).

Staffing changes

165. In order to realize the staffing structure reflected above, the following changes are proposed.

166. As a result of the human resource reforms implemented starting on 1 July 2011, the Office of the Chief of Mission Support will be tasked with more human

resources-related administrative work, which consists of a high volume of continuous routine tasks throughout the year.

167. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is proposed that one Budget Officer (P-3) position in Kuwait and two Administrative Assistant (Field Service) positions, one in Baghdad and one in Kirkuk, be abolished.

168. It is also proposed that one Administrative Assistant (Field Service) be redeployed from Basra to Baghdad and that the position be reclassified to Administrative Assistant (Local level).

169. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, one Administrative Assistant (Local level) position is expected to be abolished.

Office of the Chief of Administrative Services

International staff: *Abolition of 1 Field Service position, effective 1 July 2012*

National staff: *None*

	Professional and higher categories									*General Service and related categories*		*National staff*				
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	1	1	—	—	**2**	3	—	**5**	1	2	—	**8**
Proposed 2012 (1 January 2012)	—	—	—	—	1	1	—	—	**2**	2	—	**4**	1	2	—	**7**
Change	—	—	—	—	—	—	—	—	—	**(1)**	—	**(1)**	—	—	—	**(1)**

170. The Office of the Chief of Administrative Services coordinates with the Office of the Chief of Technical Services and all Section Chiefs for the implementation of Mission support plans. The Chief of Administrative Services (P-5) is also responsible for following up on the implementation of the work programmes of the Administrative Services Section and coordinates the implementation of audit recommendations. Reporting to the Chief of Mission Support, the Chief of Administrative Services oversees the functions of Human Resources, Finance, Procurement and General Services sections.

171. In Kuwait, the Chief of Administrative Services will be supported by one Administrative Officer (Field Service), two Administrative Assistants (1 Field Service and 1 Local level), one Liaison Officer (National Professional Officer) and one Liaison Assistant (Local level).

172. The Contracts Management Unit in Kuwait will be headed by a Chief Contracts Officer (P-4).

Staffing changes

173. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is proposed that one Contract Management Assistant (Field Service) position in Kuwait be abolished.

Human Resources Section

International staff: *Reclassification of 1 Field Service position to Local level and abolition of 2 Field Service positions, effective 1 July 2012*

National staff: *Reclassification of 1 Field Service position to Local level*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	—	1	2	—	3	9	—	12	—	18	—	30
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	2	—	3	8	—	11	—	19	—	30
Change	—	—	—	—	—	—	—	—	—	(1)	—	(1)	—	1	—	—
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	2	—	3	6	—	9	—	19	—	28
Change (cumulative)	—	—	—	—	—	—	—	—	—	(3)	—	(3)	—	1	—	(2)

174. With the withdrawal of the multinational forces in Iraq, UNAMI presence is anticipated to increase in Iraq. This, coupled with UNAMI having both family and non-family duty stations, means that the responsibilities of the Human Resources Section will increase. The Section will be responsible for the strategic workforce planning and integrated human resources management services of the Mission, which includes the recruitment, selection and bringing on board of staff. It will also have appointment authority and responsibility for internationally recruited staff members, which includes responsibility for the administration of staff entitlements, in line with the additional human resources management authority delegated to it, and for eligible family members travelling to and installed at UNAMI family duty stations. The Section will also be charged with the recruitment and administration of national staff, including National Professional Officers, and the hiring of consultants and individual contractors in line with the authority delegated to it in these areas. The Section will manage the staffing table of the Mission through the Nucleus system, as well as the implementation, management and monitoring of the human resources "scorecard" in the Mission.

175. The Chief of the Human Resources Section (P-4), located in Kuwait, provides advice and support to the Chief of Administrative Services on all matters with human resources implications, implements the authority delegated to it as mentioned, certifies all personnel-related expenditures and provides overall direction to the Section. The Chief of the Human Resources Section also acts as an ex-officio member of the local Special Post Allowance Panel, the Rebuttal Panel and

the Recruitment Boards. The Chief of the Human Resources Section is supported by one Human Resources Assistant (Local level).

176. The Database and Archives Unit is responsible for human resources databases (IMIS, e-PAS, Nucleus, Inspira) and for the management and maintenance of human resources records and archives. The Unit is also the focal point for the human resources action plan/scorecard and provides back-up for the Attendance Unit. It is staffed by three Human Resources Assistants (1 Field Service and 2 Local level).

177. The Recruitment Unit of the Human Resources Section based in Kuwait is responsible for monitoring vacant positions and the recruitment, selection and appointment of international and national staff in coordination with the Chief of the Human Resources Section and other units in Amman, Baghdad and Erbil. The Unit is headed by one Human Resources Officer (P-3) and is supported by four Human Resources Assistants (1 Field Service and 3 Local level).

178. The International Human Resources Unit administers a full range of entitlements, benefits and allowances in line with the authority delegated to it, briefs new staff and handles administrative questions in line with the authority delegated to it by and under the overall guidance of the Department of Field Support. The Unit also coordinates with the Recruitment Unit on monitoring vacant posts, the recruitment and placement of staff and the induction of newly recruited staff. The Unit is headed by one Human Resources Officer (P-3) and is supported by three Human Resources Assistants (2 Field Service and 1 Local level).

179. The National Staff Unit administers national staff and their entitlements, including with regard to the payment of salaries, allowances and benefits, maintains personnel records for national staff and acts as the focal point for the former Office of the Humanitarian Coordinator for Iraq. It also deals with injured national staff and maintains their records. The Unit coordinates with the Recruitment Unit on matters relating to the recruitment, placement and induction of new staff. The Unit is headed by one Human Resources Officer (Field Service) and three Human Resources Assistants (Local level).

180. The Attendance Unit handles all leave requests (annual leave, sick leave, maternity/paternity leave, special leave etc.) of staff. The Unit also maintains Mission-wide attendance records for international and national staff and the preparation and certification of applicable allowances and overtime and night differential for national staff. The Unit is headed by one Human Resources Assistant (Field Service) and is supported by four Human Resources Assistants (Local level).

181. The Human Resources Office in Amman is supported by two Human Resources Assistants (Local level), who are responsible for checking in and briefing newly arrived staff members.

182. The Human Resources Office in Baghdad will be headed by one Human Resources Assistant (Field Service) and be supported by two Human Resources Assistants (Local level).

183. The Human Resources Office in Erbil will be headed by one Human Resources Officer (Field Service) and be supported by one Human Resources Assistant (Local level).

Staffing changes

184. With the withdrawal of the United States Forces in Iraq, the presence of UNAMI in Iraq is expected to increase in 2012. Effective 1 July 2011, the number of staff members installed in Iraq started to increase. Kuwait and Amman are expected to be designated family duty stations, which will inevitably increase the workload of the Human Resources Office in Kuwait. The Human Resources Section will be required to process travel applications for the installation of the family members of over 250 current staff members. An increase is also envisaged in terms of the support services provided to staff members for the administration of entitlements pertaining to eligible family members installed in Kuwait and Amman. This includes United Nations-authorized travel and the issuance of United Nations family certificates. Thus, the human resources activities in Kuwait will increase tremendously. It will become necessary to rationalize the human resources presence in Iraq in order to provide efficient and seamless services to the increased number of staff members installed in Iraq.

185. It is proposed that one Human Resources Assistant (Field Service) position be reclassified to Human Resources Officer (Field Service) and that the Assistant be relocated from Kuwait to Erbil.

186. It is also proposed that one Human Resources Assistant (Field Service) position be reclassified to Human Resources Assistant (Local level), in Kuwait.

187. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, two Human Resources Assistant (Field Service) positions are expected to be abolished.

Training and Capacity-Building Section

International staff: *No change*

National staff: *Abolition of one Local level position, effective 1 July 2012*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	—	1	—	—	1	2	—	3	—	3	—	6
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	—	—	1	2	—	3	—	3	—	6
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	—	—	1	2	—	3	—	2	—	5
Change (cumulative)	—	—	—	—	—	—	—	—	—	—	—	—	—	(1)	—	(1)

188. The Training and Capacity-Building Section is responsible for implementing learning and development policies by developing programmes and training

opportunities that address the professional development needs of UNAMI staff members and for enhancing their skills, knowledge and competencies in order to support the Mission in fulfilling its mandate. The Section also administers induction courses for newly arrived staff members, including members of the United Nations Guard Unit, and conducts language courses in some duty stations.

189. The Chief Training Officer (P-4) is located in Amman and is supported by one Training Coordinator (Field Service) and two Training Assistants (1 Field Service and 1 Local level).

190. The training offices in Baghdad and Kuwait are supported by one Training Assistant (Local level) each.

Staffing changes

191. As UNAMI is intending to reduce its presence in Amman considerably after 1 July 2012, it is expected that one Training Assistant (Local level) position will be abolished.

Finance Section

International staff: *Reclassification of 1 P-3 position to Field Service and 1 Field Service position to Local level*

National staff: *Reclassification of 1 Field Service position to Local level and abolition of 1 Local level position, effective 1 July 2012*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	—	1	2	—	**3**	7	—	**10**	—	13	—	**23**
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	1	—	**2**	7	—	**9**	—	14	—	**23**
Change	—	—	—	—	—	—	**(1)**	—	**(1)**	—	—	**(1)**	—	**1**	—	—
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	1	—	**2**	7	—	**9**	—	13	—	**22**
Change (cumulative)	—	—	—	—	—	—	**(1)**	—	**(1)**	—	—	**(1)**	—	—	—	**(1)**

192. The Finance Section manages the overall financial activities of the Mission and ensures compliance with the Financial Regulations and Rules of the United Nations. It also reviews and monitors imprest activities to ensure that imprest/petty cash funds are utilized for the purposes for which they were created. The Section ensures accurate and complete accounting, reporting and internal financial controls; reconciles bank accounts against ledger accounts; exercises delegated authority from the Assistant Secretary-General (Controller) to approve and disburse payments of the Mission in a timely manner and to settle vendors' invoices; settles staff members' travel claims; and processes payroll.

193. The Chief Finance Officer (P-4), located in Kuwait, is the head of the Section and provides advice and support to the Chief of Administrative Services and the Chief of Mission Support on all financial matters. The Chief Finance Officer also serves as chair of various committees, including the Local Property Survey Board and the Local Claims Review Board. The Chief Finance Officer is supported by one Finance Assistant (Local level), who handles financial tasks, and one Administrative Assistant (Local level), who handles and attends all meetings, takes minutes and keeps and maintains the filing system of the office of the Chief Finance Officer.

194. The Finance Section has its headquarters in Kuwait and offices in Amman, Baghdad and Erbil.

195. The office of the Chief Finance Officer is presently supported by the following units: the Payroll Unit, the Accounts Unit, the Cashier Unit and the Vendors' Unit:

(a) The Payroll Unit, which is responsible for the processing of salaries and benefits for national staff, the monthly payment order and allowances for international staff, is headed by one Finance Officer (Field Service), who is supported by five Finance Assistants (1 Field Service and 4 Local level);

(b) The Accounts Unit, which is responsible for the recording of field sub-allotment advices, obligations, the preparation of the monthly financial statements and the monthly bank reconciliation, is headed by one Finance Assistant (Field Service), who is supported by three Finance Assistants (1 Field Service and 2 Local level);

(c) The Cashier Unit, which is responsible for all disbursements, including cash and cheque transactions, and the transmittal of payment instructions to banks and regional offices, is headed by one Finance Assistant (Field Service), who is supported by one Finance Assistant (Local level);

(d) The Vendors' Unit, which is responsible for invoice matching and the processing of payments to all vendors for goods and services provided to the Mission, as well as for the reconciliation and liquidation of the balances of all purchase orders in the Mercury procurement system, is headed by one Finance Assistant (Field Service) and supported by five Finance Assistants (1 Field Service and 4 Local level);

(e) The finance sub-unit in Amman, which is responsible for all vendors' payments, an imprest fund and other related payments, is supported by one Finance Assistant (Local level) under the supervision of the Vendors' Unit in Kuwait;

(f) The finance sub-unit in Erbil, which is responsible for all vendors' payments, an imprest fund and other related payments, is supported by one Finance Assistant (Local level), also under the supervision of the Vendors' Unit in Kuwait.

196. The office of the Finance Section in Baghdad coordinates all of the financial business in Baghdad. The office is staffed with one Deputy Chief Finance Officer (P-3) and supported by one Finance Assistant (Local level).

Staffing changes

197. In order to realize the staffing structure reflected above, the following changes are proposed.

198. Plans have been made to relocate and reassign one Finance Assistant (Local level) from the Finance Section office in Kuwait to the sub-unit in Baghdad, to handle the imprest fund, the receiving of invoices and supporting documents and the distributing of salaries to national staff in Baghdad and to assist the Finance Section office in Baghdad.

199. It is proposed that one Finance Officer (P-3) position in the Payroll Unit be reclassified to Finance Officer (Field Service) in Kuwait.

200. It is also proposed that one Administrative Assistant (Field Service) in the office of the Chief Finance Officer in Kuwait be reclassified to Finance Assistant (Local level).

201. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, one Finance Assistant (Local level) position is expected to be abolished.

General Services Section

International staff: *Reclassification of 1 Field Service position to Local level*

National staff: *Reclassification of 1 Field Service position to Local level and abolition of 4 Local level positions, effective 1 July 2012*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field/ Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2011	—	—	—	—	—	1	1	—	2	21	—	23	—	39	—	62
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	1	—	2	20	—	22	—	40	—	62
Change	—	—	—	—	—	—	—	—	—	(1)	—	(1)	—	1	—	—
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	1	—	2	20	—	22	—	36	—	58
Change (cumulative)	—	—	—	—	—	—	—	—	—	(1)	—	(1)	—	(3)	—	(4)

202. The General Services Section is responsible for providing a wide range of services in support of the administrative operations of the Mission. This includes travel arrangements, mail, pouch, records and archives operations, receipt and inspection of goods, property control and inventory, claims processing, property survey, property disposal and facilities management.

203. The Chief of General Services (P-4), located in Kuwait, is responsible for providing supervision and specialist advice on the above matters and will be supported by one Administrative Assistant (Local level). In Kuwait, the Chief will be supported by one General Services Officer (Field Service); in Kirkuk, by one General Services Assistant (Field Service); in Erbil, by one General Services

Assistant (Local level); and, in Amman, by one General Services Assistant (Field Service) and one Administrative Assistant (Local level).

204. The General Services Officer (Field Service) will be in charge of overseeing the property management function of the Mission, which will include responsibility for the Receiving and Inspection Unit, the Property Control and Inventory Unit, the Property Disposal Unit and the Property Survey Unit.

205. The Receiving and Inspection Unit will be headed by one Receiving and Inspection Unit Officer (Field Service), located in Kuwait, and supported by one Receiving and Inspection Unit Assistant (Field Service) in Kuwait, by one Receiving and Inspection Unit Assistant (Local level) in Amman, by one Receiving and Inspection Unit Assistant (Local level) in Erbil, and by three Receiving and Inspection Unit Assistants (1 Field Service and 2 Local level) in Baghdad.

206. The Property Control and Inventory Unit will be headed by one Property Control and Inventory Unit Officer (Field Service) and supported by three Property Control and Inventory Unit Assistants (Local level) in Kuwait, by two Property Control and Inventory Unit Assistants (1 Field Service and 1 Local level) in Baghdad, by one Property Control and Inventory Unit Assistant (Local level) in Amman and by one Property Control and Inventory Unit Assistant (Local level) in Erbil.

207. The Property Disposal Unit in Kuwait will be supported by two Property Disposal Assistants (1 Field Service and 1 Local level).

208. The Claims Unit and the Property Survey Unit will be headed by one Claims Officer (P-3), supported by two Claims Assistants (Local level) in Kuwait and one Claims Assistant (Local level) in Baghdad.

209. The Travel and Visa Unit, located in Kuwait, will be headed by one Chief Travel Officer (Field Service), who will be supported by three Travel Assistants (1 Field Service and 2 Local level) and one Liaison Assistant (Local level). In Amman, the Unit will be supported by two Travel Assistants (1 Field Service and 1 Local level).

210. The Mail, Pouch, Archives and Records Unit will be headed by one Unit Supervisor (Field Service), located in Baghdad, and be supported by two Mail and Pouch, Archives and Record Assistants (Local level) in Kuwait and by one Mail and Pouch, Archives and Record Assistant (Local level) in Erbil.

211. The Facilities Management Unit will be headed by one Facilities Management Unit Assistant (Field Service), located in Baghdad, who is the Unit Supervisor. The Supervisor will be supported by 12 Facilities Management Assistants (1 Field Service and 11 Local level) in Baghdad, by two Facilities Management Assistants (1 Field Service and 1 Local level) in Kuwait, by one Facilities Management Assistant (Field Service) in Erbil, by one Facilities Management Assistant (Field Service) at Baghdad International Airport, by one Facilities Management Assistant (Field Service) in Basra and by one Facilities Management Assistant (Field Service) in Kirkuk.

Staffing changes

212. The current Mail and Pouch Unit will take on the archives and records function, which means that it will be responsible for coordinating and guiding that

function Mission-wide, in accordance with the guidelines of the Organization. It is proposed that the position of Mail and Pouch Officer (Field Service), located in Baghdad, be retitled Mail and Pouch, Archive and Record Officer (Field Service), that the position of Mail and Pouch Assistant (Local level), located in Kuwait, be retitled Mail and Pouch, Archive and Record Assistant (Local level), that the position of Registry Assistant (Local level), located in Kuwait, be retitled Mail and Pouch, Archive and Record Assistant (Local level) and that the position of Mail and Pouch Assistant (Local level), located in Erbil, be retitled Mail and Pouch, Archive and Record Assistant (Local level).

213. After careful review of the existing workload, plans have been made to relocate the Chief of General Services (P-4) from Baghdad to Kuwait, one General Services Assistant (Field Service) from Erbil to Kirkuk and one Administrative Assistant (Local level) from Baghdad to Kuwait.

214. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is also proposed that one position of Property Control and Inventory Unit Assistant (Field Service) be reclassified to Property Control and Inventory Unit Assistant (Local level), in Kuwait.

215. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, four Local level positions (1 Travel Assistant, 1 Receiving and Inspection Unit Assistant, 1 Property Control and Inventory Unit Assistant and 1 Administrative Assistant) are expected to be abolished.

Procurement Section

International staff: *Abolition of 1 P-3 position*

National staff: *Abolition of 1 Local level position, effective 1 July 2012*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field/ Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2011	—	—	—	—	—	1	2	—	3	8	—	11	—	15	—	26
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	1	—	2	8	—	10	—	15	—	25
Change	—	—	—	—	—	—	(1)	—	(1)	—	—	(1)	—	—	—	(1)
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	1	—	2	8	—	10	—	14	—	24
Change (Cumulative)	—	—	—	—	—	—	(1)	—	(1)	—	—	(1)	—	(1)	—	(2)

216. The Procurement Section ensures the coordinated, efficient and economical purchase and delivery of goods and services to the Mission in Iran (Islamic Republic of), Iraq, Jordan and Kuwait in accordance with the Financial Regulations and Rules of the United Nations, the Procurement Manual and the ethical standard of the Organization. It is proposed that a sufficient number of qualified staff at each

location be delegated the authority to carry out local procurement actions, commensurate with their grade, and that most major contracts and procurement actions over a certain limit be handled by the main office of the Procurement Section, located in Kuwait.

217. The Chief Procurement Officer (P-4) will be based in Kuwait and will ensure, through delegation and regular visits, that the Procurement Section follows proper procurement procedures when dealing with local and international suppliers, in compliance with the Financial Regulations and Rules of the United Nations and the Procurement Manual.

218. The main office of the Procurement Section is based in Kuwait and is divided into four units: the Purchasing Unit, the Contracts Unit, the Procurement Support Unit and the Vendor Review Unit:

(a) The Purchasing Unit, which processes all requirements for goods for Kuwait and all purchases of goods for the regional offices of UNAMI that exceed the authority delegated to the regional procurement units and is responsible for the processing of tenders and the submissions of the Local and Headquarters Committees on Contracts, the issuance of purchase orders and the expediting, tracking and internal coordination of vendor deliveries, is headed by one Procurement Officer (Field Service) and supported by four Procurement Assistants (Local level);

(b) The Contracts Unit, which processes all contractual requirements for the continued provision of supplies and services, complex projects and the sale of written-off United Nations property, for Kuwait and for the regional offices of UNAMI that exceed the authority delegated to the regional procurement units and is responsible for the processing of tenders and the submissions of the Local and Headquarters Committees on Contracts, the issuance of contracts and internal purchase orders, the resolution of contractual disputes with vendors and the central administration and reporting of all contracts established by the Section, is headed by a Procurement Officer (P-3) and supported by five Procurement Assistants (2 Field Service and 3 Local level);

(c) The Procurement Support Unit, which expedites all purchase orders, confirms the receipt of goods, coordinates the submissions of the Local Committee on Contracts and the liquidation of outstanding purchase order obligations, completes the procurement process in the Mercury system, maintains the central purchase order filing system, archives all purchase order case files from prior mandates, prepares procurement statistics reports, monitors and distributes all operational and administrative correspondence and documents and provides central administrative support to the Procurement Section, comprises three Procurement Assistants (1 Field Service and 2 Local level);

(d) The Vendor Review Unit, which maintains the Mission vendor database and vendor filing system, processes vendor applications for registration as a UNAMI vendor, thereby ensuring the financial stability and credit/worthiness of the companies verified by independent parties, e.g., Dun and Bradstreet, updates the Mercury vendor roster and the vendor files with the applicable commodity classification, reliable vendor contact information and supplier/contractor performance reports, and presents and forms the main body of the Local Vendor Review Committee delegated with the responsibility to make recommendations on

suspension and/or removal of vendors from the database, comprises one Vendor Review Officer (Field Service) and one Procurement Assistant (Local level).

219. The Procurement Unit office in Amman processes, in coordination with the Procurement Section in Kuwait, all requirements for the purchase of goods, the contracting of services and the sale of written-off United Nations property in support of the operations in Jordan. It is also responsible for the contracting of training services for the Mission and for the day-to-day administration of contracts, dispute resolution, contract amendments and tracking the delivery of goods and services to the office. It comprises one Procurement Officer (Field Service) and one Procurement Assistant (Local level).

220. The Procurement Unit office in Baghdad processes all requirements for the purchase of goods, the contracting of services and the sale of written-off United Nations property in support of UNAMI headquarters, in Baghdad (in the international zone and at Baghdad International Airport), and the regional offices of UNAMI in central Iraq; administers all contracts and contract amendments and resolves contractual disputes; tracks the delivery of goods and services to UNAMI headquarters and the regional offices of UNAMI in central Iraq; coordinates levy exemption and security clearances for all contractors and suppliers doing business with UNAMI; provides administrative support to the Chief Procurement Officer; and organizes and delivers annual business seminars in coordination with the Vendor Review Unit in Kuwait and the local chamber of commerce. Owing to the increased complexity and volume of its workload, the Unit is supervised, on behalf of the Chief Procurement Officer, by one Procurement Assistant (Field Service) who is on a 28-day duty cycle in Baghdad from Kuwait and who coordinates the activities of all the regional procurement units in Iraq. The Unit also comprises three Procurement Assistants (Local level).

221. The Procurement Unit office in Erbil processes all requirements for the purchase of goods, the contracting of services and the sale of written-off United Nations property in support of UNAMI headquarters, the UNAMI office in Erbil and the regional offices of UNAMI in northern Iraq; administers all contracts and contract amendments and resolves contractual disputes; tracks the delivery of goods and services to UNAMI headquarters, the UNAMI office in Erbil and the regional offices of UNAMI in northern Iraq; coordinates levy exemption and security clearances for all contractors and suppliers doing business with UNAMI; organizes and delivers annual business seminars in coordination with the Vendor Review Unit in Kuwait and the local chamber of commerce. The Unit is supervised, on behalf of the Chief Procurement Officer, by one Procurement Officer (Field Service) who is on a 28-day duty cycle in Erbil from Kuwait and Amman and who coordinates the activities of all the regional procurement units in Erbil. The Unit also comprises one Procurement Assistant (Local level).

Staffing changes

222. One Procurement Assistant (Local level) will be relocated from the Contracts Unit in Kuwait to the Procurement Unit office in Baghdad in order to support the office's significantly increased workload, which results from the implementation of the recommendations of the Department of Field Support planning team on the Mission's full range of life support, security and logistics support services that are currently provided by the multinational forces in Iraq.

223. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is proposed that one P-3 position in Kuwait to be abolished.

224. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, one Procurement Assistant (Local level) position is expected to be abolished.

Medical Services Section

International staff: *Creation of 2 positions (P-3), reclassification of 1 Field Service position to Local level and abolition of 1 Field Service position, effective 1 July 2012*

National staff: *Creation of 1 Local level position and reclassification of 1 Field Service position to Local level*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2011	—	—	—	—	1	2	2	—	**5**	6	—	**11**	—	2	—	**13**
Proposed 2012	—	—	—	—	1	2	4	—	**7**	4	—	**11**	—	4	—	**15**
Change	—	—	—	—	—	—	**2**	—	**2**	**(2)**	—	—	—	**2**	—	**2**

225. The Medical Services Section is responsible for the health, medical care and well-being of civilian personnel. The Section will coordinate and deliver medical services and organize health maintenance and preventive medical care for all UNAMI personnel. The Section will also coordinate medical and casualty evacuations, both inside and outside the Mission area, and plans for medical contingencies.

226. In Baghdad, the Section will be headed by one Chief Medical Officer (P-5) and be supported by one Medical Officer (P-4), one Medical Officer (P-3), one Paramedic (Field Service) and three Nurses (1 Field Service and 2 Local level).

227. In Erbil, the Section will be supported by one Medical Officer (P-3), one Nurse/Paramedic (Field Service) and one Nurse/Lab Technician (Local level).

228. In Kirkuk, the Section will be supported by one Medical Officer (P-3), one Nurse/Paramedics (Field Service) and one Nurse (Local level).

229. In Basra, the Section will be supported by one Staff Counsellor (Field Service). Medical services will be provided by the United Nations Guard Unit.

230. The Staff Counsellor (P-4), who will report to the Chief Medical Officer, will be supported in Baghdad by one Staff Counsellor (P-3).

Staffing changes

231. In order to compensate for medical services currently provided by the United States Forces in Iraq (which include casualty evacuations, medical evacuations,

hospital treatment and drug supply) after the withdrawal of the Forces, the Medical Services Section will be required to update and extend its existing capabilities and implement new capabilities in the new office in Kirkuk. UNAMI will be required to set up an upgraded level 1 clinic to provide medical care for the more than 150 staff at the new location. In order to provide such care, it will need the physical presence of a doctor, nurses/paramedics and a medic/medical orderly at any given time, including weekends. Such capacity would enable the medical team to carry out ground and air evacuations and deploy medical escorts without compromising the provision of basic care at the office compound.

232. The presence of a trained paramedic and of nurses with emergency medical experience and training will be required in Kirkuk and Erbil. The trained paramedic would be specialized in pre-hospital trauma care and the nurses could take on nursing tasks in a hospital setting. These medical services could not be provided by national staff owing to the unavailability of appropriately trained national staff with the related skill set and the fact that national staff would not be available on weekends, while coverage is mandatory 24 hours a day, seven days a week. Therefore, it is proposed that the positions of one Medical Officer (P-3), in Kirkuk, and one Medical Officer (P-3), in Erbil, be created. In Basra, medical care will be provided by the United Nations Guard Unit contingent.

233. After careful review of the staffing situation, it is proposed that one Assistant Staff Counsellor (Field Service) be relocated from Basra to Baghdad and that the position be retitled Nurse/Paramedic (Field Service).

234. Plans have been made to relocate one Medical Officer (P-4) from Erbil to Baghdad.

235. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is also proposed that one Physiotherapist (Field Service) position in Baghdad be abolished and that one Nurse/Paramedic (Field Service) position be reclassified to Nurse (Local level) in Baghdad.

Office of the Chief of the Technical Service

International staff: *Abolition of 1 Field Service position and reclassification of 2 Field Service positions to Local level*

National staff: *Reclassification of 2 Field Service positions to Local level*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	1	2	2	—	**5**	3	—	**8**	—	2	—	**10**
Proposed 2012	—	—	—	—	1	2	2	—	**5**	—	—	**5**	—	4	—	**9**
Change	—	—	—	—	—	—	—	—	—	(3)	—	(3)	—	2	—	(1)

236. The UNAMI technical support sections deliver functional and secure accommodation, communication, information, mobility and life support services to

allow the Mission to implement its mandate. The Chief of the Technical Service (P-5) is responsible for the daily management of the Logistics Operations Centre, the Communications and Information Technology Section, the Engineering and Buildings Management Section, the Transport Section, the Supply and Services Section and the Aviation Service. The Chief of the Technical Service will be supported by one Administrative Assistant (Local level) in Baghdad. The Technical Service is supported in Kuwait by one Deputy Chief (P-4) and one Administrative Assistant (Local level). The Deputy Chief of the Technical Service also rotates with the Chief of the Technical Service to ensure the continuous coordination of technical support services.

237. The Logistics Operations Centre is responsible for planning and coordinating all technical service activities, including the move to self-sufficiency and contingency planning, and for administering logistical support from the United States Forces. In addition, it is responsible for routine planning, coordination and the conduct of sustainment operations for all UNAMI offices, thus providing the Mission with a planning, coordinating and reporting function that ensures timely situational awareness and allows for the seamless coordination of support to UNAMI dependencies. The Centre is headed by the Chief Logistics Officer (P-4), located in Baghdad, and supported by one Administrative Assistant (Local level). The Centre will consist of a Logistics Plans Unit, staffed with one Logistics Officer (P-3), and a Current Operations Unit, staffed with one Logistics Officer (P-3) and one Logistics Assistant (Local level).

Staffing changes

238. It is proposed that one Logistics Assistant (Field Service), in Baghdad, be abolished and that two Logistics and Administrative Assistants positions be reclassified to Local level (one in Baghdad and one in Kuwait).

Communications and Information Technology Section

International staff: *Abolition of 1 P-3 position and reclassification of 2 Field Service positions to Local level*

National staff: *Reclassification of 2 Field Service positions to Local level and abolition of 10 Local level positions, effective 1 July 2012*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total International*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2011	—	—	—	—	—	1	3	1	5	23	—	28	—	51	—	79
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	2	1	4	21	—	25	—	53	—	78
Change	—	—	—	—	—	—	(1)	—	—	(2)	—	(3)	—	2	—	(1)
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	2	1	4	21	—	25	—	43	—	68
Change (Cumulative)	—	—	—	—	—	—	(1)	—	—	(2)	—	(3)	—	(8)	—	(11)

239. The Communications and Information Technology Section is responsible for the planning, installation and maintenance of all communications and information technology infrastructure and systems in the Mission area. The Section manages a large number of technical personnel and an extensive inventory of high-value equipment. In addition, it is responsible for managing the Mission's various applications and e-mail system, user training and support, videoconferencing and communications equipment. The Section will be headed by the Chief of the Communications and Information Technology Section (P-4), located in Baghdad, and supported by one Operations Manager (P-3), two Information Technology Officers (Field Service), one Associate Information Technology Officer (P-2), four Information Technology Assistants (Field Service), one Data Security and Disaster Recovery Specialist (Field Service), two Telecommunications Technicians (Field Service), eight Information Technology Technicians (Local level), five Communications Technicians (Local level) and one Assets Assistant (Local level).

240. The Communications and Information Technology Section office in Kuwait will be supported by one Information Technology Officer (P-3), three Telecommunications Technicians (Field Service), three Information Technology Assistants (Field Service), one Assets Manager (Field Service), one Assets Assistant (Field Service), eight Information Technology Technicians (Local level), four Communications Technicians (Local level) one Telephone Billing Assistant (Local level), and one Assets Assistant (Local level).

241. The Communications and Information Technology Section office in Amman will be supported by one Information Technology Assistant (Field Service), one Telecommunications Technician (Field Service), five Information Technology Technicians (Local level), one Communications Technician (Local level) and one Assets Assistant (Local level).

242. The Communications and Information Technology Section office in Basra will be supported by two Communications Technicians (Local level) and three Information Technology Technicians (Local level).

243. The Communications and Information Technology Section office in Erbil will be supported by one Information Technology Officer (Field Service), one Telecommunications Technician (Field Service), three Communications Technicians (Local level),and four Information Technology Technicians (Local level).

244. The Communications and Information Technology Section office in Kirkuk will be supported by one Communications Technician (Local level) and five Information Technology Technicians (Local level).

245. To further harmonize the existing functional titles, it is proposed that the following post titles be retitled to keep up with realistic demands for information and communications technology managers, supervisors, technicians, engineers and project specialists. The proposed changes will allow the Section greater flexibility to accommodate the evolving nature of the Mission in Iraq, while still adhering to the prevailing generic post titles of the Field Personnel Division.

246. It is proposed that one Warehouse Assistant (Field Service) position in Kuwait be retitled Assets Assistant (Field Service).

247. It is proposed that the 13 Switchboard Operators (Local level) currently working in Amman (3), Baghdad (4), Basra (1), Erbil (2), Kirkuk (1) and Kuwait (2)

be retitled Information Technology Technicians (Local level) to address the greater demand for superior technical skills for the handling of end-user support, mainly for five main office locations in Iraq, but also for support offices in Kuwait, Jordan and Tehran. The Switchboard Operators, who were trained for over two years, are all currently certified service desk analysts. However, with further training and capacity-building initiatives, UNAMI envisions staff members at this level to be able to provide additional value-added services to clients. Instead of creating more higher-level positions, the Section will continue to invest in enabling the existing human resources to take on greater challenges in the field of information and communications technology for the Mission.

248. It is proposed that one Telephone Billing Assistant (Field Service) position in Kuwait be retitled Telecommunications Technician (Field Service) to support telecommunications engineering projects on wide area networks, voice-over-Internet protocols, leased lines and other new technologies, such as digital radio.

249. It is proposed that one Assets Assistant (Local level) position be retitled Information Technology Assistant (Local level) and that the Assistant be relocated from Amman to Kuwait. The level of assets management-related work in Amman will decrease over time as more information and communications technology-related equipment and non-expendable items are directly shipped to offices in Iraq. The Information Technology Assistant (Local level) will support clients in Kuwait and provide remote service desk assistance to customers who have already been deployed to Iraq.

250. It is proposed that one Communications Centre Assistant (Field Service) position in Baghdad be retitled Information Technology Assistant (Field Service). It is also proposed that one Communications Centre Assistant (Field Service) position be retitled Information Technology Assistant (Field Service) and that the Assistant be relocated from Kuwait to Baghdad to address the growing requirements for information technology support in the Mission. Existing staff will be trained to properly address the technical information technology requirements at the tier 2 level.

251. It is proposed that six Telecommunications Assistants (Field Service) positions (one in Amman, two in Baghdad, one in Erbil and two in Kuwait) be retitled Telecommunications Technicians (Field Service).

252. It is proposed that one Administrative Assistant (Local level) be retitled Communications Technician (Local level) in Kuwait.

253. It is anticipated that an increase in operational activities in Iraq in 2012, mainly in Baghdad, Kirkuk and Basra, will ultimately result in a surge of United Nations Guard Units and additional security elements. Having taken into account the drawdown plans for Amman and having incorporated into the Mission portfolio the development of back-office facilities for both UNAMI and the United Nations Assistance Mission in Afghanistan at the Kuwait Joint Support Office, the Section will seek to redeploy existing positions to cover the anticipated increase in workload for offices in Iraq and Kuwait.

254. It is proposed that one Information Technology Officer (system and web applications) (P-3) position be retitled Information Technology Officer (P-3) and that the Officer be redeployed from Amman to Kuwait to fill a critical management vacuum created by the abolition of the position of Planning and Logistics Officer.

255. Following the harmonization of conditions of service, the streamlining of activities and the effective utilization of staff, it is proposed that:

(a) One Planning and Logistical Support Officer (P-3) position in Kuwait be abolished;

(b) One Document Management and Training Assistant (Field Service) position in Kuwait be reclassified to Information Technology Assistant (Local level);

(c) One Communications Centre Assistant (Field Service) position in Kirkuk be reclassified to Information Technology Technician (Local level).

256. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, 10 Local level positions (1 Assets Assistant, 2 Communications Technicians, 4 Information Technology Assistants and 3 Information Technology Technicians) are expected to be abolished.

Engineering and Building Management Section

International staff: *No change*

National staff: *Abolition of 4 Local level positions, effective 1 July 2012*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field/ Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2011	—	—	—	—	—	2	4	—	6	5	—	11	1	52	—	64
Proposed 2012 (1 January 2012)	—	—	—	—	—	2	4	—	6	5	—	11	1	52	—	64
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2012 (1 July 2012)	—	—	—	—	—	2	4	—	6	5	—	11	1	48	—	60
Change (Cumulative)	—	—	—	—	—	—	—	—	—	—	—	—	—	(4)	—	(4)

257. The Engineering and Buildings Management Section is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises. The Section will be headed by a Chief Engineer (P-4) who is located in Baghdad and who plans and implements construction and buildings and facilities refurbishment projects; supervises the implementation of contractual engineering work; arranges for the maintenance of the office premises and accommodation facilities of the Mission; controls and establishes procedures and administers engineering stores and supplies; provides for the construction and installation of infrastructure, including for the operation of equipment for water purification, identifying sources of water and bottling; and supervises the rehabilitation, as necessary, of airfields, the renovation of Government-provided office premises and the development of sites for office and housing accommodation.

258. Located in Baghdad, the Chief Engineer will be supported by one Project Engineer (P-4) and one Administrative Assistant (Local level). The Chief is also supported by three Engineers (1 P-3 and 2 Field Service), one Buildings Management Officer (National Professional Officer), three Electricians (Local level), five Technician Assistants (Local level), one Buildings Management Assistant (Local level), two Plumbers/Carpenters (Local level), two Generator Mechanics (Local level), three Assistant Engineers (Local level), one Generator Operator (Local level), two Mason Carpenters (Local level), three Heating, Ventilation and Air-Conditioning Technicians (Local level) and one Assistant Architect (Local level).

259. At Baghdad International Airport, one Engineer (P-3) is responsible for the overall maintenance of UNAMI facilities. The Engineer will be supported by three Technician Assistants (Local level).

260. In Kuwait, one Material Management Manager (Field Service) will be supported by two Assistant Engineers (Local level), one Heating, Ventilation and Air-Conditioning Technician (Local level), two Electricians (Local level) and one Carpenter/Plumber/Heating, Ventilation and Air-Conditioning Technician (Local level) to carry out daily maintenance and minor engineering repairs.

261. In Amman, one Engineer (P-3) will be responsible for the overall maintenance of UNAMI facilities. The Engineer will be supported by one Carpenter/Plumber (Local level), one Assistant Engineer (Local level), one Electrician (Local level) and one Buildings Management Assistant (Local level).

262. The Erbil office, which will provide support to the Kirkuk office, will be supported by one Engineer (P-3), two Civil Engineers (Field Service), one Generator Mechanic (Local level), one Mason/Carpenter (Local level), three Assistant Engineers (Local level), one Carpenter/Plumber/Handyman (Local level), one Electrician (Local level), five Technician Assistants (Local level), one Buildings Management Assistant (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

Staffing changes

263. After review of staffing needs across the Mission, it is proposed that:

(a) One Engineer (P-3) be relocated from Amman to Basra to support the regional UNAMI office there;

(b) The position of one Carpenter/Plumber (Local level) in Amman be retitled Plumber, to devote full attention to the water distribution and waste collection system;

(c) The position of one Technician Assistant (Local level) be retitled Plumber, to devote full attention to the water distribution and waste collection system, and that the Assistant be redeployed from Baghdad International Airport to Baghdad;

(d) The positions of two Technician Assistants (Local level) in Baghdad be retitled Plumbers, to devote full attention to the water distribution and waste collection system;

(e) The position of one Technician Assistant (Local level) be retitled Plumber, to devote full attention to the water distribution and waste collection system, and that the Assistant be relocated from Baghdad International Airport to Baghdad;

(f) The position of one Technician Assistant (Local level) be retitled Plumber, to devote full attention to the water distribution and waste collection system, and that the Assistant be relocated from Baghdad to Erbil;

(g) The position of one Carpenter/Plumber/Handyman (Local level) in Kuwait be retitled Plumber, to devote full attention to the water distribution and waste collection system;

(h) The position of one Carpenter/Plumber/Handyman (Local level) in Erbil be retitled Plumber, to devote full attention to the water distribution and waste collection system;

(i) The positions of two Technician Assistants (Local level) be retitled Groundskeepers, to devote full attention to the landscaping and maintenance of the grounds within the UNAMI facilities and the area along the Tigris River, and that the Groundskeepers be relocated from Baghdad to Erbil;

(j) The position of one Assistant Architect (Local level) in Baghdad be retitled Electrician, to support the extensive electrical distribution system at the UNAMI facilities, which includes all related equipment, such as that needed for load balancing and providing back-up power;

(k) One Electrician (Local level) be relocated from Kuwait to Baghdad, to devote attention to the electrical distribution system, which includes all related equipment, such as that needed for load balancing and providing back-up power;

(l) The positions of two Carpenters/Plumbers (Local level) in Baghdad be retitled Carpenters, to support the UNAMI facilities, including the buildings (hard and prefabricated structures), security protection measures and the furniture (assembling and repairing);

(m) The position of one Mason/Carpenter (Local level) in Erbil be retitled Carpenter, to support the UNAMI facilities, including the buildings (hard and prefabricated structures), security protection measures and the furniture (assembling and repairing);

(n) The position of one Generator Mechanic (Local level) in Baghdad be retitled Heating, Ventilation and Air-Conditioning Technician, to devote full attention to 160 air-conditioning units located at the UNAMI facilities;

(o) One Heating, Ventilation and Air-Conditioning Technician (Local level) be relocated from Kuwait to Baghdad, to devote full attention to 160 air-conditioning units located at the UNAMI facilities;

(p) The position of one Technician Assistant (Local level) be retitled Heating, Ventilation and Air-Conditioning Technician, to devote full attention to 160 air-conditioning units located at the UNAMI facilities, and that the Technician be relocated from Baghdad International Airport to Baghdad;

(q) The position of one Assistant Engineer (Local level) be retitled Generator Operator, to provide daily preventive maintenance and corrective services for the

Generator sets (ranging from 5 KVAs to 1,000 KVAs) located at the UNAMI facilities in Baghdad, and that the Assistant be relocated from Erbil to Baghdad;

(r) The position of one Technician Assistant (Local level) in Baghdad be retitled Assets Manager Assistant, to devote attention to engineering assets, the majority of which are located at UNAMI headquarters, which involves the preparation of proper documentation for receiving, issuing and inspecting assets;

(s) The position of one Assistant Engineer (Local level) be retitled Buildings Management Assistant, to ensure support to UNAMI transportation hub activities through the provision of engineering services, and that the Assistant be relocated from Kuwait to Baghdad International Airport;

(t) The position of one Technician Assistant (Local level) be retitled Buildings Management Assistant, to ensure support to the activities of the UNAMI regional office in Basra through the provision of engineering services, and that the Assistant be relocated from Erbil to Basra;

(u) The position of one Technician Assistant (Local level) be retitled Buildings Management Assistant, to ensure support to the activities of the UNAMI regional office in Kirkuk through the provision of engineering services, and that the Assistant be relocated from Erbil to Kirkuk;

(v) The positions of two Technician Assistants (Local level) in Baghdad be retitled Assets Storekeepers, to provide the necessary workforce to receive, issue and inspect engineering assets;

(w) One Civil Engineer (Field Service) be relocated from Erbil to Kirkuk, to support the activities of the UNAMI regional office in Kirkuk through the provision of engineering services.

264. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, a total of four Local level positions (1 Plumber, 1 Electrician, 1 Buildings Management Assistant and 1 Assistant Engineer) are expected to be abolished.

Transport Section

International staff: *No change*

National staff: *Abolition of 11 Local level positions, effective 1 July 2012*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	—	1	1	—	**2**	**9**	—	**11**	—	**66**	—	**77**
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	1	—	**2**	**9**	—	**11**	—	**66**	—	**77**
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	1	—	**2**	**9**	—	**11**	—	**55**	—	**66**
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	**(11)**	—	**(11)**

265. The objective of the UNAMI Transport Section is to provide cost-effective operational mobility in support of the Mission mandate. To achieve this, vehicles that comply with minimum operating security standards have been deployed to Iraq and soft-skinned vehicles have been deployed to Kuwait and Amman. Optimum efficiency is achieved by having a mix of vehicles based on operational and logistics requirements. For instance, military-type vehicles designed to provide protection against mines are deployed for military and security-related operations. Armoured buses have been deployed to move people between the international zone in Baghdad and Baghdad International Airport. The basic concept for the deployment of armoured vehicles to various locations is the following: vehicles should be deployed to support between five and six missions to the red zones in Baghdad, three missions to Erbil, one mission to Kirkuk and one mission to Basra. Each mission into a red zone requires the deployment of at least nine vehicles that comply with minimum operating security standards. Vehicles required for operations into the red/amber zone must have an adequate level of protection, a higher engine capacity, a wider body and adequate cargo space so that electronic counter-measures and communications equipment can be installed and so that personal security details with weapons, ammunition and essential stores can operate from these vehicles with ease and efficiency. Deployed vehicles must also provide transportation to the command and control elements of the United Nations Guard Unit in Baghdad, Erbil, Kirkuk and Basra, and at Baghdad International Airport.

266. The Transport Unit in Baghdad provides ground transportation facilities and services to all staff members, military contingents, the red zone operational missions of UNAMI, the United Nations country team and agencies, under the common services agreement. To support the Mission mandate, the Unit has deployed 165 vehicles and the United Nations country team and agencies have deployed 46 vehicles. In Baghdad, operations will be headed by one Chief Transport Officer (P-4) and be supported by two Transport Officers (Field Service), two Transport Assistants (Local level), two Dispatchers (Local level), nine Drivers ((2 Field Service

and 7 Local level), eight Heavy Vehicle Operators (Local level) and twelve Vehicle Technicians (1 Field Service and 11 Local level).

267. The Transport Unit in Erbil provides ground transportation facilities and services to all staff members, military contingents, the red zone operational missions of UNAMI and the United Nations country team and agencies under the common services agreement. In Erbil, the Unit will be headed by one Transport Officer (Field Service), one Transport Assistant (Local level), four Drivers (Local level) and one Vehicle Technician (Local level).

268. The Transport Unit in Basra will provide integrated support services to UNAMI, the United Nations country team and agencies, and military contingents. To support the operations, the Unit will have 30 vehicles of all types and be supported by one Vehicle Technician (Local level).

269. The Transport Unit in Kirkuk will provide integrated support services to UNAMI, the United Nations country team and agencies, and military contingents. To support the operations, the Unit will have 30 vehicles of all types and be supported by one driver (Local level) and two Vehicle Technicians (Local level).

270. The logistics base of UNAMI is in Kuwait. All vehicles and equipment are received in Kuwait and then dispatched to Baghdad, Baghdad International Airport, Kirkuk, Erbil, Basra and Amman. The Transport Unit in Kuwait, which is also responsible for providing transportation support for the administration and operation of the UNAMI office in Kuwait, has a fleet strength of 53 vehicles. Besides those 53 vehicles, the Unit has to provide support for several other vehicles in transit. The Unit in Kuwait will be supported by two Transport Officers (1 P-3 and 1 Field Service), six Vehicle Technicians (1 Field Service and 5 Local level), one Administrative Assistant (Local level), two Transport Assistants (Local level), three Drivers (Local level) and two Dispatchers (Local level) and two Heavy Vehicle Operators (Local level).

271. The Transport Unit in Amman, which is supported by a fleet of 37 vehicles, will be supported by two Drivers (Local level).

Staffing changes

272. As UNAMI intends to reduce its presence in Amman considerably after 1 July 2012, it is expected that a total of 11 Local level positions (2 Dispatchers, 7 Drivers, 1 Heavy Vehicle Operator and 1 Transport Assistant) will be abolished.

Supply and Services Section

International staff: *No change*

National staff: *Abolition of 2 Local level positions, effective 1 July 2012*

	Professional and higher categories									General Service and related categories		National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2011	—	—	—	—	—	1	2	—	3	9	—	12	—	19	—	31
Proposed 2012 (1 January 2012)	—	—	—	—	—	1	2	—	3	9	—	12	—	19	—	31
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2012 (1 July 2012)	—	—	—	—	—	1	2	—	3	9	—	12	—	17	—	29
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	(2)	—	(2)

273. The Supply and Services Section will be responsible for the provision of all kinds of general supplies, the management of contingent-owned equipment, life support (accommodation, catering and bottled water) and fuel in support of the Mission. The Section will be responsible for forecasting all supply and support requirements, budgeting, requisitioning, provisioning, contracting, receiving, storing and inventory management, and for issuing and distributing all supply items and equipment required by UNAMI dependencies at each of the Mission office locations.

274. The Section will be headed in Kuwait by the Chief of the Supply and Services Section (P-4) and supported by one Administrative Assistant (Local level). The Section will consist of a Supply, Budget and Contract Services Unit and a General Supply Unit. The Supply, Budget and Contract Services Unit, which will be located in Kuwait, will be staffed by one Contract Administrative Officer (P-3), three Contract Administrative Assistants (1 Field Service and 2 Local level) and one Fuel Supervisor (Field Service). It will oversee all supply planning, forecasting and budgeting.

275. The Supply, Budget and Contract Services Unit will also be responsible for the budget planning, requisitioning, management, administration and invoice verification of all outsourced supply and services contracts, life support contracts and fuel contracts and agreements (approximately 30 contracts in total).

276. The General Supply Unit will be headed, in Baghdad, by one Supply Officer (P-3). The Unit will be responsible for the receiving, storing, inventory management, issuing and distributing of all supply items and equipment required by UNAMI dependencies at each Mission office location. The main supply warehouse might be relocated from Kuwait to Baghdad as the Mission develops. The main supply warehouse will be staffed by one Warehouse Assistant (Field Service), one Inventory Management Supervisor (Field Service), one Inventory Management Assistant (Local level) and three Supply Assistants (Local level).

277. The Supply and Services Section will also have supply cells that report to the Supply Officer of the General Supply Unit at each of the Mission headquarters locations (Kuwait, Baghdad and Amman) and at the regional offices (Erbil, Basra, Baghdad International Airport and Kirkuk). The supply cells will be responsible for fulfilling the functions of the Section specific to their respective location and will cover regional supply planning, contingent-owned equipment, contract administration and general supply tasks. The supply cell in Baghdad will be staffed by one Supply Assistant (Field Service), one Fuel Assistant (Local level), one Inventory Management Assistant (Local level) and five Supply Assistants (Local level).

278. The supply cell in Erbil will be staffed by four Supply Assistants (2 Field Service and 2 Local level).

279. The supply cell in Amman will be staffed by three Supply Assistants (1 Field Service and 2 Local level).

280. The supply cell in Kirkuk will be staffed by one Supply Assistant (Local level).

281. The supply cell in Basra will be staffed by one Supply Assistant (Local level).

282. The Supply, Budget and Contract Services Unit will have a contract services cell that reports to the Chief of the Supply and Services Section in Baghdad and that will be responsible for fulfilling the functions of the Unit with regard to the provision of catering services. The cell will be staffed by one Catering Supervisor (Field Service).

Staffing changes

283. Bearing in mind the strong link between procurement and inventory management, and to ensure significant progress in reducing inventories, it is proposed that the position of one Supply Assistant (Local level) in Kuwait be retitled Inventory Management Assistant and that the position of one Supply Assistant (Field Service) in Kuwait be retitled Inventory Management Supervisor (Field Service).

284. In addition to making the above changes, which would become effective on 1 January 2012, UNAMI intends to considerably reduce its presence in Amman after 1 July 2012. In this context, two Supply Assistant (Local level) positions are expected to be abolished.

Aviation Service

International staff: *Abolition of 1 Field Service position and reclassification of 1 Field Service position to Local level*

National staff: *Reclassification of 1 Field Service position to Local level*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2011	—	—	—	—	—	1	2	1	**4**	24	—	**28**	—	17	—	**45**
Proposed 2012	—	—	—	—	—	1	2	1	**4**	22	—	**26**	—	18	—	**44**
Change	—	—	—	—	—	—	—	—	—	**(2)**	—	**(2)**	—	**1**	—	**(1)**

285. The Air Transport Manual Department of the Field Support provides specific guidance regarding the functions, roles and tasks to be carried out by the Aviation Service at UNAMI headquarters and regional area offices that are or will be routinely visited by Mission aircraft. The staffing plan described below is designed to comply with Department policy and the specific needs of UNAMI. Among these are that UNAMI MovCon functions remain integrated with air operations in the Aviation Service, even though they are managed by a senior MovCon officer.

286. In Baghdad, the aviation liaison office is located at Mission headquarters and will continue to be operated by four MovCon Assistants (2 Field Service and 2 Local level).

287. At Baghdad International Airport, the UNAMI Air Movement Operations Centre will continue to operate 18 hours per day, 7 days per week. One Air Operations Officer (Field Service) and one MovCon Officer (Field Service) will be responsible for managing all daily UNAMI air and MovCon operations within the Mission area. The Centre, whose duties include the "flight following" of all flights by Mission aircraft, will be operated by three Air Operations Assistants (2 Field Service and 1 Local level). MovCon functions will continue to be supported by two MovCon Assistants (Field Service).

288. The Baghdad International Airport Air Support Unit will be supported by six MovCon Assistants (4 Field Service and 2 Local level) and two Air Operations Assistants (Field Service).

289. In Kuwait, the Chief Aviation Officer (P-4) will continue to be assisted by a Deputy Chief of the Aviation Section and one Chief MovCon Officer (P-3).

290. The Technical Compliance and Quality Assurance Unit will continue to be supported by two Air Operations Officers (1 P-3 and 1 P-2).

291. The Budget and Administration Unit will continue to be supervised by one Budget and Administrative Assistant (Field Service) and supported by three Budget and Administrative Assistants (Local level).

292. All air operations and MovCon planning and scheduling required by and occurring in the Mission and with other missions will continue to be carried out by a central booking office. A sub-unit of the central booking office plans and supports

all cargo operations in the Mission area. The tasks of the central booking office and the cargo operations will be carried out by one Air Operations Assistant (Field Service) and nine MovCon Assistants (3 Field Service and 6 Local level).

293. In Amman, an Air Support Unit will be operated by three MovCon Assistants (1 Field Service and 2 Local level).

294. In Basra, an Air Support Unit will be operated by two Air Operations Assistants (Local level).

295. In Erbil, an Air Support Unit will be operated by one Air Operations Assistant (Field Service) and two MovCon Assistants (Local level).

296. In Kirkuk, an Air Support Unit will be supported by one Air Operations Assistant (Field Service) and one MovCon Assistant (Local level).

Staffing changes

297. It is proposed that one Air Operations Assistant (Field Service) position be abolished and that one Air Operations Assistant (Field Service) position at Baghdad International Airport be reclassified to Air Operations Assistant (Local level).

IV. Analysis of resource requirements

Table 4
Detailed cost estimates
(Thousands of United States dollars)

	1 January to 31 December 2011			*Requirements for 2012*		*Variance analysis 2011-2012*	
	Appropriation	*Estimated expenditure*	*Variance savings (deficit)*	*2012*	*Non-recurrent*	*Approved 2011*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)*	*(6)*	*(7)=(4)-(6)*
I. Military and police personnel							
Military observers	2 844.0	2 569.9	274.1	1 151.5	—	1 500.4	(348.9)
Military contingents	22 622.7	22 900.9	(278.2)	21 727.0	—	12 516.8	9 210.2
Civilian police	416.3	279.8	136.5	434.4	—	416.3	18.1
Total category I	**25 883.0**	**25 750.6**	**132.4**	**23 312.9**	—	**14 433.5**	**8 879.4**
II. Civilian personnel							
International staff	103 233.6	115 021.4	(11 787.8)	50 285.4	—	54 428.0	(4 142.6)
National staff	35 047.2	38 174.3	(3 127.1)	17 141.7	—	17 823.9	(682.2)
Total category II	**138 280.8**	**153 195.7**	**(14 914.9)**	**67 427.1**	—	**72 251.9**	**(4 824.8)**
III. Operations							
Consultants and experts	1 058.0	1 136.3	(78.3)	501.8	—	553.8	(52.0)
Official travel	9 828.9	9 777.1	51.8	2 589.5	—	5 774.1	(3 184.6)
Facilities and infrastructure	42 926.1	43 142.6	(216.5)	23 453.4	—	21 931.0	1 522.4
Ground transportation	11 405.6	11 938.1	(532.5)	2 296.7	—	8 972.6	(6 675.9)
Air transportation	66 307.3	44 602.8	21 704.5	25 604.5	—	46 562.9	(20 958.4)
Communications	16 255.7	18 345.4	(2 089.7)	6 011.7	—	8 719.6	(2 707.9)
Information technology	8 529.6	9 147.1	(617.5)	2 471.6	—	4 319.6	(1 848.0)
Medical	660.6	764.2	(103.6)	1 686.3	—	426.0	1 260.3
Special equipment	46.0	28.0	18.0	0.0	—	48.4	(48.4)
Other supplies, services and equipment	31 462.6	28 163.7	3 298.9	16 434.6	—	15 073.9	1 360.7
Quick-impact projects	950.0	1 000.0	(50.0)	1 000.0	—	1 000.0	0.0
Total category III	**189 430.4**	**168 045.3**	**21 385.1**	**82 050.1**	—	**113 381.9**	**(31 331.8)**
Total requirements	**353 594.2**	**346 991.6**	**6 602.6**	**172 790.1**	—	**200 067.3**	**(27 277.2)**

A. Military and police personnel

($14,433,500)

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Military observers	2 844.0	2 569.9	274.0	1 151.5	1 500.4	(348.9)

298. The amount of $1,151,500 would provide for 13 Military Liaison Officers deployed throughout the Mission area with entitlements at established standard rates for mission subsistence allowance of $115 for the first 30 days in Baghdad and $106 for the rest of Iraq, and of $106 for subsequent days in all regions ($480,100), and for clothing allowance at $200 per person per annum ($2,600). It also includes requirements for emplacement travel and repatriation travel, estimated at $5,000 per round trip for an estimated 13 trips ($65,000), and for death and disability at the rate applicable to a total strength of between 0 and 100 ($40,000). A provision is included for logistics/life support services (rations, water, accommodation) ($563,800), estimated using the daily rate for Baghdad ($148 including accommodation), Erbil ($44), Basra ($118), Baghdad International Airport ($118) and Kirkuk ($118). A vacancy rate of 5 per cent has been applied to overall requirements for 2012.

299. Decreased requirements for 2012 mainly reflect a decrease in the average number of military advisers deployed. In 2011, the average was 13.5 (16 military advisers at a delayed deployment rate of 15 per cent), while in 2012 it is estimated that the average will be 12.4 (13 military advisers at a delayed deployment rate of 5 per cent). The decrease in requirements for 2012 also reflects lower ration costs. In 2011, it was assumed that the military advisers would be embedded with the multinational forces in Iraq for six months at a full-board rate of $684.22; for 2012, it is proposed that UNAMI will provide accommodation and catering for the military advisers and thus the rate of $116 per person was used for budgeting purposes.

300. Lower-than-projected expenditures for 2010-2011 resulted mainly from savings under death and disability, as no such payment was required during the period. A lower-than-budgeted average number of military advisers was deployed in 2011, resulting in further decreases in projected expenditures.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Military contingents	22 622.7	22 900.9	(278.2)	21 727.0	12 516.8	9 210.3

301. The amount of $21,727,000 would provide for a total average strength of 450 guards for standard troop cost reimbursements at the established standard rate of $1,028 per person month for all troops and at the specialist allowance rate for infantry units (10 per cent of troop strength) of $303 per person month ($5,273,600); costs related to the emplacement, rotation and repatriation of military personnel at an average cost of $4,000 for 900 one-way trips ($3,420,000); daily allowance ($199,700) at the daily rate of $1.28 and recreational leave allowance

($66,200) for seven days at the daily rate of $10.5 payable once every six months; death and disability ($171,300); and costs related to life and logistical support services ($12,596,200). It is estimated that 450 United Nations guards will be deployed in 2012. A vacancy rate of 5 per cent has been factored into the estimate.

302. Increased requirements for 2012 are due mainly to an increase in the average number of guards deployed. In 2011, the average was 280 (400 United Nations guards at a delayed deployment rate of 30 per cent); for 2012 it is proposed that the average be 434 (450 United Nations guards at a delayed deployment rate of 5 per cent).

303. The estimated overexpenditures for 2010-2011 are due mainly to higher life support costs (meals, bottled water, fuel, waste removal excluding laundry). For example, such costs were budgeted at $82 per person per day for staff at Baghdad International Airport, but the actual average cost was higher than that. In addition, there was a higher-than-budgeted expenditure for death and disability compensation. This was partially offset by the lower-than-budgeted troop strength for 2011. An average strength of 280 was budgeted for 2011 (400 United Nations guards at a delayed deployment rate of 30 per cent). However, the actual average strength was 223 from January to June and 278 from July to December 2011.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Civilian police	416.3	279.8	136.4	434.4	416.3	18.1

304. The amount of $434,400 would provide for six Civilian Police Advisers deployed throughout the Mission area with entitlements at established standard rates for mission subsistence allowance of $115 for the first 30 days and $106 for subsequent days ($167,000) and for clothing allowance at $200 per annum ($800). It also includes requirements for emplacement travel, estimated at $3,000 for an estimated four round trips ($12,000), for death and disability at the rate applicable to a total strength of between 0 and 100 ($40,000), and costs for logistics/life support services (rations, water, accommodation) estimated at $140 per person per day ($214,600). A vacancy rate of 30 per cent has been applied to overall requirements for 2012.

305. Increased requirements for 2012 are due mainly to a slight increase in the average number of Police Advisers deployed. In 2011, six Police Advisers were approved, at a delayed deployment rate of 40 per cent, while for 2012, the delayed deployment rate is 30 per cent, which means that an average of 43 person months were deployed in 2011, compared with 50 person months in 2012.

306. Estimated unencumbered balances for 2010-2011 are due mainly to a decrease in the average deployment of Police Advisers to the Mission, as the actual deployment commenced in April 2011 instead of in January 2011, as estimated. There was no expenditure for death and disability compensation, which also decreased the projected expenditures.

B. Civilian personnel

($72,399,800)

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
International staff	103 233.6	115 021.4	(11 787.8)	50 285.4	54 428.0	(4 142.6)

307. The amount of $50,285,400 would provide for salaries ($32,858,800), common staff costs ($12,569,800) and hazardous duty allowance at the established monthly rate of $1,365 for a staffing complement of 363 ($4,756,800). A vacancy rate of 20 per cent has been applied to cost estimates for 2011.

308. Decreased requirements for 2012 are mainly due to a reduction in staffing strength from 509 in 2011 to 459 on 1 January 2012 and 457 on 1 July 2012, and to the reclassification of international positions to a national category. The estimates for international staff costs compared to 2011 have been reduced further by the discontinuation of personal transition allowance effective 1 July 2011 and the discontinuation of mission subsistence allowance effective 1 July 2011. These decreases are partially offset by an increase in the post adjustment factor from 43 per cent to 45 per cent and a reduction in the vacancy rate from 25 per cent in 2011 to 20 per cent in 2012. An increase in expenditures is also expected for the provision of hazardous duty allowance to a larger number of staff in Iraq, a number that is expected to increase from 193 in 2011 to 222 in 2012.

309. Estimated overexpenditures for 2010-2011 are attributable mainly to lower-than-budgeted vacancy rates. The budgeted vacancy rate for 2010 was 35 per cent, while the actual rate was 24 per cent. Likewise, the budgeted vacancy rate for 2011 was 25 per cent, while the projected rate is 16 per cent. In addition, the harmonization of the conditions of service, which came into effect on 1 July 2011, also increased common staff costs, which include post adjustment allowances and the cost of installing staff members in a new duty station.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
National staff	35 047.2	38 174.3	(3 127.1)	17 141.7	17 823.9	(682.2)

310. The amount of $17,141,700 would provide for salaries ($11,333,200) and common staff costs ($4,088,100) for a staffing complement of 631 national staff (99 National Professional Officers and 532 Local level) from January to June 2012 and 582 national staff (98 National Professional Officers and 484 Local level) from July to December 2012; hazardous duty allowance for 358 national staff at a rate of $406 per month ($1,680,400); and estimated overtime charges ($40,000). A vacancy rate of 35 per cent has been applied to National Professional Officers and a vacancy rate of 20 per cent has been applied for Local level staff in calculating the cost estimates for 2012.

311. Decreased requirements for 2012 are mainly due to a reduction in staff from the closure of the Amman office and a decrease in the number of National Professional Officers from 124 in 2011 to 99 in the first half of 2012 and to 98 in

the second half of 2012. This decrease is partially offset by an increase in the number of Local level staff from 501 in 2011 to 532 from January to June and 484 from July to December 2012, ahead of the drawdown of the United States Forces in Iraq that will take place in the latter part of the year.

312. Increased requirements for 2010-2011 are due to a lower actual vacancy rate: the budgeted vacancy rate for 2010 was 25 per cent while the actual rate was 19 per cent, and the budgeted vacancy rate for 2011 was 27 per cent and the projected vacancy rate is 22 per cent.

C. Operational costs

($120,895,700)

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Consultants and experts	1 058.0	1 136.3	(78.3)	501.8	553.8	(52.0)

313. The amount of $501,800 would provide for consultancy services for: (a) research and analysis on integrated priority areas to promote socio-economic development planning (1 international consultant for 4 months) ($45,000); (b) environmental resource planning, policy development and training to promote resource management and prevent resource-based conflict (1 international consultant for 4 months) ($45,000); (c) constitutional affairs (1 international consultant for 2 months) ($24,000); (d) disputed boundaries (1 international consultant for 4 months) ($42,000); (e) national coexistence and conflict resolution (1 international consultant for 4 months) ($42,000); (f) regional cooperation (1 international consultant for 3 months) ($33,000); (g) Arab-Kurd confidence-building measures on property disputes (1 international consultant for 3 months) ($33,000); (h) Arab-Kurd confidence-building measures on language education rights and curriculum (1 international consultant for 3 months) ($33,000); (i) Arab-Kurd confidence-building measures on minorities (1 international consultant for 3 months) ($33,000); and (j) Arab-Kurd confidence-building measures on issues related to the census and demographics (1 international consultant for 3 months) ($33,000). In addition, a provision for a training consultant ($138,800) has been included in the estimates for 2012.

314. Estimated overexpenditures for 2010-2011 are mainly due to the need to secure consultants for issues related to Camp Ashraf and for a survey of the support provided by UNAMI to the development of Iraqi regional relations, which had not been included in the Mission resources for 2010-2011.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Official travel	9 828.9	9 777.1	51.8	2 589.5	5 774.1	(3 184.6)

315. The amount of $2,589,500 would provide for the travel needs (airfare, daily subsistence allowance and terminal expenses) of senior Mission staff to participate in meetings and consultations in New York, Europe and capitals in the Middle East ($123,200); the travel needs of heads of administrative and technical support

sections to participate in annual conferences and workshops ($145,200); the travel needs of Department of Safety and Security personnel for visits to Amman to assist in the security risk assessment of new locations ($33,100); the travel of the Chief of Staff to participate in workshops and occupational groups ($92,600); and the travel of staff from the offices of the Chief of Mission Support ($87,600), the Chief of Administrative Services ($64,400) and the Chief of Technical Services ($79,500). In addition, provisions are made for staff to travel within the Mission to Iraq ($561,300), Kuwait ($552,000), Amman ($65,300) and Tehran ($15,100).

316. There is also a provision ($770,200) for travel to the United Nations Logistics Base at Brindisi, Italy, or other training locations for training courses in all administrative areas and certain substantive areas (e.g., mediation, humanitarian affairs, human rights).

317. Decreased requirements for 2012 are mainly due to lower requirements for daily subsistence allowance while on duty in Iraq, as most staff will be installed in Iraq.

318. Estimated savings for 2010-2011 are due to lower-than-estimated expenditures for travel and to in-house and online training.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Facilities and infrastructure	42 926.1	43 142.6	(216.5)	24 453.4	23 400.0	1 311.4

319. The amount of $24,453,400 provides for refrigerated containers ($86,300), the replacement of five generators ($143,800); accommodation equipment, bedding and basic furniture to furnish facilities at Baghdad International Airport and the two new compounds in Basra and Kirkuk ($61,900); office furniture ($18,300); office equipment such as safes, photocopiers, digital projectors, shredders and laminators ($56,100); security and safety equipment such as mobile vehicle crash barriers, flashlights, chargers for flares, hand-held metal detectors, closed circuit television systems, public announcement systems, explosive detection test kits, trauma kits, traffic and investigation kits, identification card consumables, ammunitions for training and traffic and investigation accident kits ($399,000); and fire fighting equipment such as fire suppressing devices, fire safety boxes and fire detection and alarm systems ($389,300).

320. The amount would also provide for the rental of premises in Amman, Tehran, Basra, Erbil and Kirkuk, and Mission-wide conference facilities ($902,100), with the premises in Baghdad and Kuwait receiving such provisions free of charge; water and electricity ($403,200); various maintenance services for plumbing, electrical, air-conditioning and heating systems, generators, water testing and water purification systems, vehicle crash barrier systems, wastewater and water supply management systems, preventive maintenance and corrective services, facilities maintenance and corrective services ($4,075,900); security services and personnel, including 58 security guards for 6 months for the Amman office, 37 security guards for 12 months for the Kuwait office and canine explosive detection teams for all Mission locations ($1,494,000); the alteration and renovation of rented facilities in Amman, Basra and Kirkuk, the refurbishment of the storm drain of Diwan School in Baghdad, the enhancement of infrastructure in Baghdad, the alteration and

renovation of a facility at Baghdad International Airport and the enhancement of internal infrastructure in Erbil ($7,000,000); construction services, including perimeter and internal solar lighting in Baghdad and Erbil, additional sun shades to protect the electronic counter-measures in Baghdad, Basra, Erbil and Kirkuk, the multi-purpose covered court and ground improvement in Erbil ($1,351,000); spare parts and supplies for air conditioners, vehicle crash barrier systems and wastewater and water supply treatment systems ($103,500); maintenance supplies such as electrical, building, carpentry and plumbing materials and paint, varnishes, chemicals and preservation material ($342,000); field defence supplies, including concrete barriers to provide a perimeter wall to comply with security risk assessment and minimum operating security standards for Kirkuk and Basra ($1,200,000); generator fuel for an estimated consumption of some 5,776,000 litres at an average cost of $0.79 per litre ($5,247,000); and sanitation and cleaning materials ($180,000).

321. Increased requirements for 2012 are mainly due to maintenance services, utilities, alterations and renovation work required for Kirkuk, Basra and the former USAID compound. A higher provision was made under alteration and renovation owing to the need to renovate rented accommodation in Kirkuk and Basra, as the Mission will rely more on rented accommodation in these locations instead of building its own camps as originally planned in 2011. While renovation work on the former USAID compound was funded from extrabudgetary resources, the costs of maintaining the compound have been included in the estimates for 2012. A higher provision for maintenance services was made for the three new locations, namely in Kirkuk, Basra and the former USAID compound. In addition, seven high-capacity generators are expected to operate on a round-the-clock basis in the former USAID compound, resulting in an increase in the amount for generator fuel. This increase is partly offset by lower requirements for construction, as premises will be rented instead of being constructed in Basra and Kirkuk, and for security services, as the private security escort services included in the 2011 budget will be provided by United Nations Guard Units and personal security details.

322. The higher-than-budgeted expenditure in 2010-2011 mainly reflects the costs of fitting out and operating the former USAID compound. With the completion of the former USAID compound, the Mission incurred expenditures under accommodation equipment, office furniture, office equipment and security and safety equipment. In addition, maintenance services were required for generators, fire alarms, public announcement systems, and water treatment, electrical and plumbing systems. As the former USAID compound is not connected to the national electricity grid, it has been necessary to run the high-capacity generators on a 24-hour basis, leading to higher-than-budgeted expenditures under fuel oil. These increases were partially offset by savings under safety and security services, and under construction services and field defence supplies owing to a delay in the expansion of the Basra and Kirkuk offices. The delay also resulted in some savings under field defence equipment.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Ground transportation	11 405.6	11 938.1	(532.5)	2 296.7	8 972.6	(6 675.9)

323. The amount of $2,296,700 would provide for the acquisition of: five special armoured vehicles, one minibus, one 15-ton forklift, one light-to-medium forklift and one utility vehicle ($1,053,900); vehicle workshop equipment for existing hubs and for the two new hubs in Basra and Kirkuk ($78,800); the rental of cranes and recovery trucks ($40,200); repair and maintenance services for vehicles, including those in Amman and Kuwait ($255,300); liability insurance for 377 vehicles (354 on-road vehicles, 13 non-self-propelled vehicles and 10 pieces of mobile equipment) ($196,100); spare parts and supplies for vehicles in Baghdad, Erbil and Kuwait and the replacement of armoured glass for vehicles stationed in Iraq ($277,800); and an estimated 480,000 litres of petrol, oil and lubricants at an average cost of $0.745 per litre, including an additional 10 per cent for oil and lubricants ($394,600).

324. The overall decrease in requirements for 2012 is mainly attributable to a decrease in the amount needed for the acquisition of various vehicles, as the rapid fire and safety vehicles, armoured ambulance and medium and armoured bus included for 2011 have been excluded from the 2012 estimates, and to a reduction in the amount needed for special-mission armoured vehicles. There is also a reduction in the amount needed for spare parts because new vehicles in the UNAMI fleet have replaced written-off vehicles. These decreases are partially offset by higher requirements for workshop equipment, for the rental of a crane in Baghdad for the movement and transfer of concrete t-walls and 40-foot containers and, under repair and maintenance, for carwash services in Kirkuk and Basra and the maintenance of special armoured vehicles.

325. Estimated overexpenditures for 2010-2011 are due to an increase in the cost of armoured ambulances and higher-than-budgeted requirements for the rental of vehicles during the visit of the Special Representative of the Secretary-General for Iraq to New York and Washington, D.C. The increased number of Mission vehicles combined with higher costs has also led to additional expenditures for 2010-2011. These increases were partially offset by reductions under petrol, oil and lubricants, and under repair and maintenance services owing to the delay in the expansion of the offices in Basra and Kirkuk.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Air transportation	66 307.3	44 602.8	21 704.5	25 604.5	46 562.9	(20 958.4)

326. The amount of $25,604,500 would provide for the acquisition of 12 airport containers and 6,120 flares for fixed-wing and rotary-wing aircraft, airport containers, safety equipment, fire and rescue equipment and surveillance equipment ($490,700); navigation charges ($14,000); landing fees and ground handling charges ($388,000); air crew subsistence allowance ($10,500); fuel requirements for fixed-wing and rotary-wing aircraft for an estimated consumption of 1,496,000 litres at

$1.05 per litre ($1,570,800); and liability insurance for one fixed-wing aircraft and two helicopters ($26,100).

327. The amount would also cover the annual rental and operating costs of one fixed-wing aircraft/Learjet ($6,994,800) for guaranteed fleet costs (including positioning and painting of the aircraft) and usage estimated at some 2,000 flight hours, as well as for rental and operating costs of two commercially contracted helicopters for guaranteed fleet costs and usage at $3,837 per flight hour for a total of 1,200 hours ($16,109,600).

328. Decreased requirements for 2012 are due mainly to the reduction of one fixed-wing aircraft and two helicopters from the Mission's air fleet. A total of two fixed-wing aircraft and four helicopters were budgeted for 2011, while one fixed-wing aircraft and two helicopters have been budgeted for 2012. The reduction in the Mission's air fleet is due to the arrival and operation of one fixed-wing United Nations Humanitarian Air Service aircraft within the Mission.

329. Estimated unencumbered balances for 2010-2011 are the result of the delayed arrival in the Mission of one fixed-wing aircraft and two helicopters due to the difficulty in identifying a vendor meeting UNAMI requirements. Savings from the delayed deployment of those aircraft have resulted in a reduction in the purchase of flares, navigation charges and aircraft fuel, and in liability, insurance, rental and operation costs.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Communications	16 255.7	18 345.4	(2 089.7)	6 011.7	8 719.6	(1 597.5)

330. The amount of $6,011,700 would provide for the replacement and acquisition of communications equipment for microwave links, satellite multiplexers, satellite redundancy switches and replacement transceivers, ultra-high frequency repeaters, satellite modems, satellite transceivers, low-noise satellite amplifiers, fixed-satellite Earth stations, mobile radios, hand-held radios, mobile radios with Global Positioning System (GPS) options and pocket-sized GPS receivers for security services in Iraq, in the light of the anticipated withdrawal of the United States Forces in Iraq ($605,100); commercial communications charges, telefax fees, satellite telephone charges, Internet connectivity charges, a satellite transponder lease, lines to the United Nations Logistics Base in Brindisi, Italy, connectivity to Valencia, Spain, and a vehicle tracking system ($4,045,600); communications support services, CISCO advance services, antenna mast services, Motorola advance services and videoconferencing charges ($940,000); and communications spare parts and consumables ($291,800). The amount would also provide for public information services (the production of promotional materials, public outreach events and advertisement for a video competition) ($129,200).

331. Decreased requirements for 2012 are mainly due to the exclusion of electronic counter-measures under communications equipment, the need for which was mostly met in 2011, and to a decrease in the requirement for transceivers and very-high frequency repeaters, Eclipse outdoor units and mobile communication towers, the need for which can be met in part from 2011 holdings. This decrease is partially offset by higher expenditures under commercial communications due to new

requirements such as Broadband Global Area Network terminals, Internet connectivity services with Valencia (United Nations Logistics Base) and Tehran, communications support services for a major overhaul of the Internet protocol telephony network of the Mission, for migrating from analog to very-high frequency trunking, and for upgrading the radio network for security and critical operational requirements in Iraq.

332. Estimated overexpenditures for 2010-2011 are due mainly to the purchase of electronic counter-measures equipment for additional vehicles and equipment required for the public information outreach activities of the Mission and to unbudgeted expenditures for connectivity with Valencia (United Nations Logistics Base).

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Information technology	8 259.6	9 147.1	(617.5)	2 471.6	4 319.6	(1 848.0)

333. The amount of $2,471,600 would provide for the replacement of desktops, thin-client computers, network colour laser multifunctional printers, median server storage servers, two uninterruptible power supply units, network switches, network routers, wireless access control servers, wireless access points, wireless network items, firewall and storage and back-up items ($1,006,300); the renewal of licences for the existing software ($508,300); centralized information technology support and data storage ($371,800); software licences and fees based on a yearly fee of $310 per workstation for 226 desktop and 961 laptop computers ($284,900); and the cost of information technology spare parts and consumables ($300,300).

334. Decreased requirements for 2012 are due mainly to the reduced requirement for equipment, software and spare parts and supplies, the need for which can be met in part from 2011 holdings, and the non-renewal of some software licences. This decrease is partially offset by increased expenditures for information technology services due to an increase in the number of computers from 1,018 in 2011 to 1,187 in 2012.

335. Estimated overexpenditures for 2010-2011 reflect the need for additional equipment to boost the very-high frequency network in Iraq; it is partially offset by lower-than-budgeted expenditure for licences, fees and the rental of software due to delays in the expansion of the Basra and Kirkuk offices.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Medical	660.6	764.2	(103.6)	1 686.3	426.0	1 260.3

336. The amount of $1,686,300 would provide for the acquisition of miscellaneous medical equipment for two new level I clinics in Basra and Kirkuk, including trauma kits, hospital beds, emergency ventilators, blood fridges, level I clinic starter sets, standard lab equipment, emergency room crash carts, stretchers, defibrillators, oxygen compressors, mobile mass casualty treatment equipment and incinerators for blood products ($566,500); the provision of medical services, including medical

evacuation and air ambulance service ($286,900); the acquisition of drugs and medical consumables ($829,600); and the reimbursement of contingent-owned equipment as per standard rates ($3,300).

337. The increase in requirements for 2012 relates to the establishment of two new level I clinics in Basra and Kirkuk.

338. Estimated overexpenditures for 2010-2011 are mainly due to the higher-than-budgeted cost of medical equipment combined with the requirement for additional medical kits for the Mission and the higher cost of medical services. This increase is partially offset by lower requirements for drugs and consumables.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Special equipment	46.0	28.0	18.0	—	48.4	(48.0)

339. The estimated unencumbered balance for 2010-2011 is due to the delayed deployment to Baghdad International Airport of United Nations Guard Units and the delay in the expansion of the Basra and Kirkuk offices.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Other supplies, services and equipment	31 462.6	28 163.7	3 298.9	16 434.6	15 073.9	1 446.5

340. The amount of $16,434,600 would provide for:

(a) Fitness equipment for Basra, Kirkuk, Baghdad International Airport and the USAID compound ($85,900);

(b) Welfare costs ($33,900) for 434 United Nations Guard Units at $6.50 per person per month;

(c) Subscription to local newspapers in Kuwait, Amman, Baghdad, and Erbil, as well as the online subscription to various news agencies and satellite cards ($130,000); printing and reproduction of business cards, publications on stress and stress-related issues, booklets and leaflets ($136,000);

(d) Uniforms for 125 security personnel at $550 per person, 50 personal security detail personnel at $250 per person and accoutrements for 13 military observers and 434 military contingents at $20 per person payable every 6 months ($114,000);

(e) Personal protective gear, including body armour ($6,900).

341. The amount would also cover training fees and the cost of supplies and services related to various training courses, as follows:

(a) Security awareness induction training ($1,236,000);

(b) Security-related training ($32,000);

(c) Technical and administrative training courses in aviation, information technology, procurement, engineering, transport and human resources ($135,500);

(d) Training in substantive areas, such as international humanitarian law and policies, human rights, protection of civilians, team-building and planning, advocacy and investigating, monitoring and reporting human rights violations ($58,500).

342. The amount would also cover: hospitality ($25,000); general insurance ($80,000); bank charges ($50,000); miscellaneous claims ($9,700); freight-related costs ($815,000); and services such as cleaning and janitorial services ($1,429,000), the maintenance of fitness equipment ($45,000), laundry services ($135,000), sewage services ($117,400), garbage collection ($142,600), courier services ($70,000) and miscellaneous services ($122,000). In addition, it would provide for logistical and life support services and items for civilian personnel ($11,425,200), including meals, accommodation and bottled water in UNAMI compounds.

343. Increased requirements for 2012 are due mainly to increased expenditures for:

(a) Life support services for a larger number of international staff (from 193 in 2011 to 222 in 2012);

(b) The higher cost of security awareness induction training, as the Mission has a new, more expensive contract that includes mobilization and demobilization costs;

(c) Other services, such as cleaning, sewage and garbage collection, owing to the establishment of two new compounds, in Basra and Kirkuk;

(d) Freight-related cost of shipments for the setting up of new premises in Basra and Kirkuk.

344. This increase is partially offset by a decrease in expenditures for other equipment, as the Mission intends to recycle and continue using items bought in 2011 for establishing a fitness room and personal protection gear such as body armour and helmets.

345. The estimated unencumbered balance for 2010-2011 is due mainly to projected lower expenditures under rations, as there will be fewer international staff members in Iraq. While the authorized monthly ceiling for Iraq was 193, the actual average strength of international staff was lower. This also means lower expenditures for protective clothing for civilians, for the production of promotional materials, and for general insurance, bank charges and claims adjustment. The projected savings are partially offset by increased requirements under subscriptions for additional prepaid satellite cards for the USAID compound and higher training costs as responsibility for managing the security awareness induction training programme will be transferred from the International Organization for Migration to the Mission, starting in October 2011.

	Appropriation 2010-2011	*Estimated expenditures 2010-2011*	*Variance savings (deficit)*	*Total requirements 2012*	*Total requirements 2011*	*Variance 2011-2012*
Quick-impact projects	950.0	1 000.0	(50.0)	1 000.0	1 000.0	—

346. The amount of $1,000,000 would provide for 40 quick-impact projects, as follows: 12 projects on conflict mitigation and protection initiatives ($300,000); 4 projects on environmental awareness-raising initiatives ($100,000); 10 projects on social integration initiatives ($250,000); and 14 projects on essential services initiatives ($350,000). Each project is estimated at $25,000 and expected to be implemented at the community level and to the degree possible through local non-governmental organizations, national institutions or contractors. The Mission successfully oversaw the disbursement of grants for 40 quick-impact projects during 2011. The lesson learned from that experience was that, given the small amount available, the grants have a greater impact when utilized to support initiatives that address capacities. It is imperative that the issues raised during the social unrest of 2011 remain on the radar of the Government of Iraq and the United Nations. Therefore, the Mission proposes that attention be paid primarily to initiatives that strengthen the capacity of communities and vulnerable sectors of the population to advocate for their needs and rights in a manner that is constructive, inclusive and participatory. The four thematic areas of such initiatives and their intended focus are detailed below:

(a) Conflict mitigation and protection initiatives are aimed at supporting vulnerable populations who are marginalized, discriminated against or otherwise victimized by conflict within their communities (women, minorities, internally displaced persons, refugees and other vulnerable people);

(b) Environmental awareness-raising initiatives acknowledge that natural resources are both a source of revenue and conflict, and that it is important to raise awareness of the impact of growth on the environment and thereby on future growth and public welfare;

(c) Social integration initiatives focus primarily on issues related to the integration of internally displaced persons, refugees and returnees, and on the need for community tolerance and equitable access to services, shelter and economic opportunities, as well as on improving the status of minorities, their acceptance into the community and the quality of life, through small income-generating activities, tolerance training and youth activities that promote tolerance, social cohesion and peace;

(d) Essential services initiatives acknowledge that a lack of essential services was one of the key issues raised during the social unrest of 2011 and that the Government of Iraq has limited capacity to deliver services to all parts of the country in an equitable and sustainable manner; therefore, small-scale community initiatives supportive of essential services will be funded through the quick-impact projects.

347. It is essential that, while the larger programmes gather financing and momentum, quick wins are made to maintain the confidence of the general population in the good-faith efforts of the United Nations. At the same time, these efforts do not relieve the Government of Iraq, at the central and local levels, from addressing the issues set out above in a substantive and sustainable manner. Quick-impact projects can provide an entry point through which larger initiatives can be introduced and empower communities to address their own needs and forge stronger partnerships with community leaders and local authorities, as well as with the general population.

V. Status of the planned construction project for an integrated headquarters compound in Baghdad

348. In December 2010, the Advisory Committee on Administrative and Budgetary Questions expressed concern about the delays in the construction of the integrated headquarters facility for UNAMI and its expectation that further information on the resolution of the matter, as well as detailed proposals emanating from the options being explored, would be provided at the earliest opportunity (see A/65/602, para. 221).

Construction of the integrated compound

349. An update on the status of the planned construction of the integrated compound was included in the report of the Secretary-General on UNAMI dated 25 October 2010 (A/65/328/Add.5, sect. V). In that update, considerable delays in the design phase of the project were reported.

350. Since 2010, every effort has been made to continue working with the contractors to finalize a comprehensive design for the compound. Despite these efforts to remedy the situation, the activities on the project have proved unsuccessful. In November 2010, following consultations with the working group that mirrors the High-level Advisory Group established in response to concerns of the General Assembly over issues of proper management and oversight, it was recommended that the contract be terminated, as the firm had failed to deliver on its contractual obligations since 19 July 2010. Following close consultations with the Office of Legal Affairs of the Secretariat and UNAMI, the Procurement Division concluded that the architectural firm had failed to meet its contractual obligations to an acceptable minimum standard within a reasonable time frame. On 4 January 2011, after having repeatedly failed to provide the United Nations with a complete and comprehensive recovery plan, the firm was informed that the contract had officially expired on 8 July 2010. The firm was requested to hand over all related project documents and materials to the United Nations.

Alternative project

351. Planning for an alternative project was initiated soon after UNAMI began experiencing serious difficulties with the design firm, as reflected in the first performance report on the programme budget for the biennium 2010-2011 (A/65/589). During that time, UNAMI leadership learned that the USAID compound, situated adjacent to the current UNAMI Diwan compound, would be vacated by mid-2011. As the USAID compound already contained suitable office and accommodation space, it was considered a viable option. Upon closer inspection, UNAMI found that the USAID compound addressed short-term needs and made longer-term strategic sense based on cost, schedule and security factors. Although continuing to work with the original design contractor, UNAMI concurrently pursued the possibility of expanding into the adjacent USAID compound.

352. Since January 2011, UNAMI has pursued this option exclusively and developed a comprehensive plan, according to which both the Diwan and USAID compounds would be utilized to provide an integrated United Nations facility in Baghdad capable of meeting both operational and security requirements.

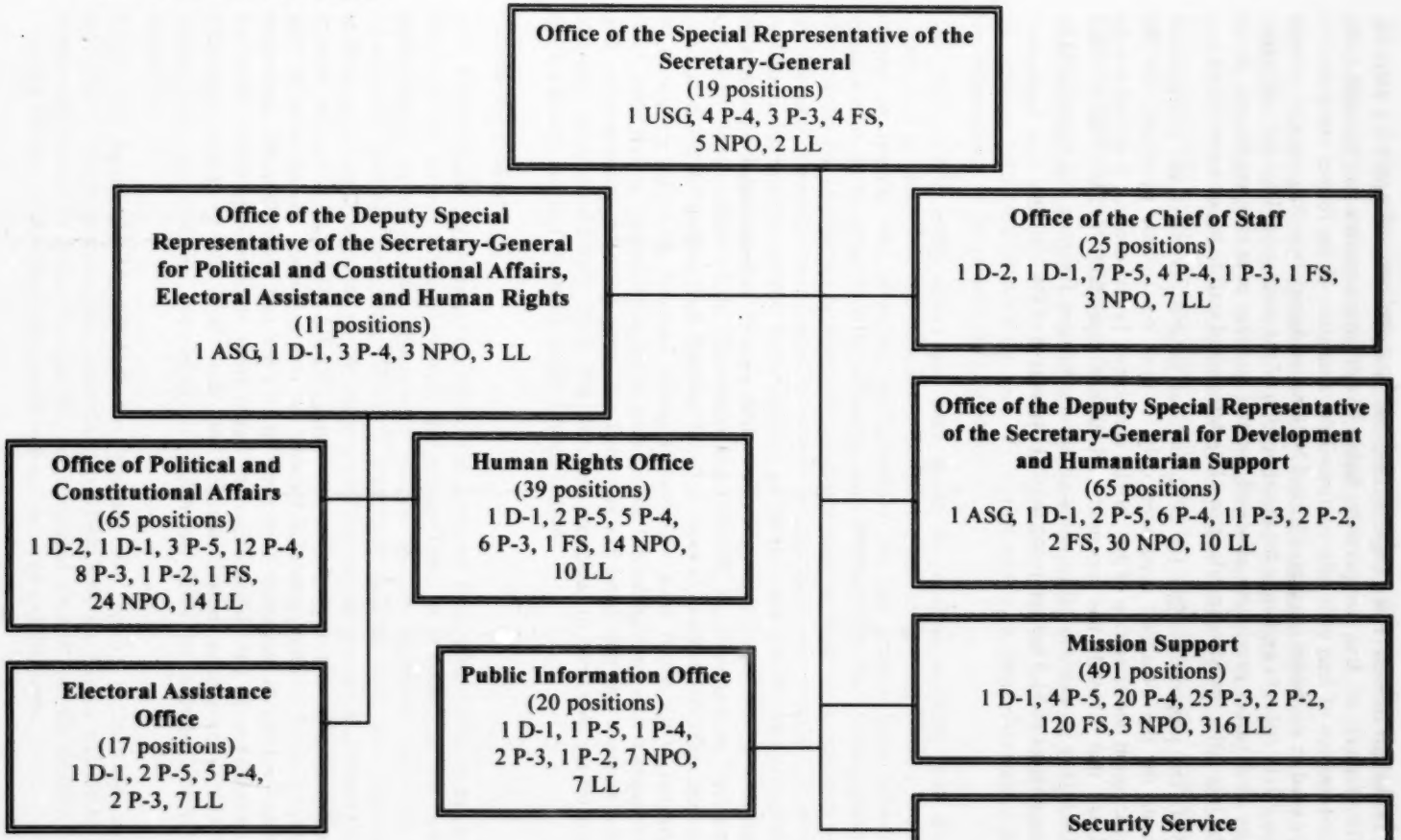
353. On 30 June 2011, the USAID compound was officially vacated. On 2 July, the Government of Iraq temporarily handed over the structure to UNAMI. The Government of Iraq officially confirmed the allocation of the former compound to be used as the future integrated United Nations headquarters in Iraq via note verbale on 7 July 2011. In exchange for the allocation of the compound, UNAMI will return the land parcel previously allocated for the building of a new compound. As at 15 July 2011, the Mission relocated 112 international staff to the new compound.

354. The proposed budget for 2012 includes general operation and maintenance costs for the expanded compound only. It does not include provisions for the renovation and alteration of the USAID compound. In that context, it should also be noted that UNAMI has procured various non-expendable property assets from USAID (e.g., existing office and staff accommodation furniture and equipment) in the amount of $1.4 million using the 2011 resources of the Mission.

Annex I

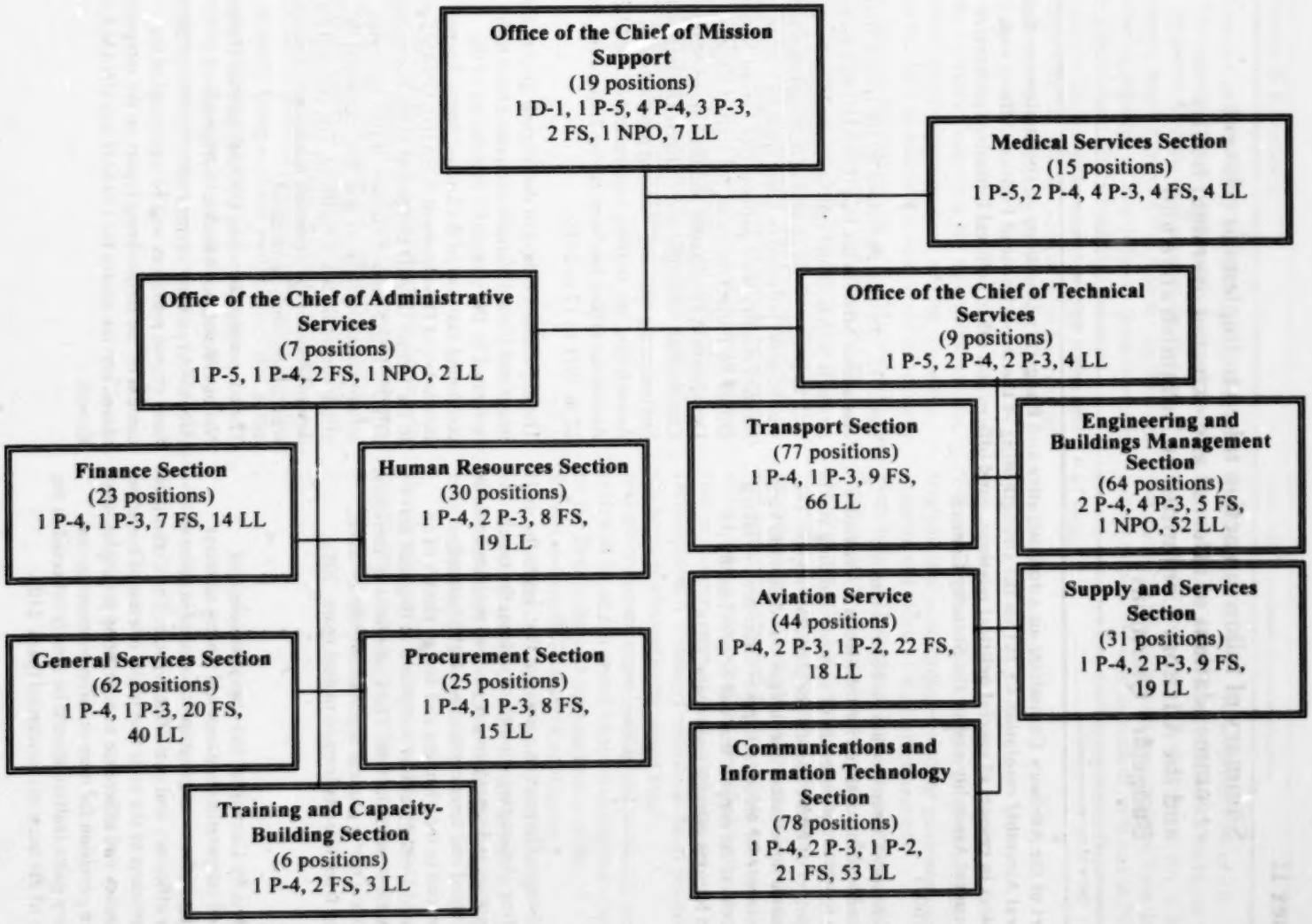
Organization charts for 2012

A. Substantive offices


Office of the Special Representative of the Secretary-General
(19 positions)
1 USG, 4 P-4, 3 P-3, 4 FS,
5 NPO, 2 LL
Office of the Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights
(11 positions)
1 ASG, 1 D-1, 3 P-4, 3 NPO, 3 LL
Office of the Chief of Staff
(25 positions)
1 D-2, 1 D-1, 7 P-5, 4 P-4, 1 P-3, 1 FS,
3 NPO, 7 LL
Office of Political and Constitutional Affairs
(65 positions)
1 D-2, 1 D-1, 3 P-5, 12 P-4,
8 P-3, 1 P-2, 1 FS,
24 NPO, 14 LL
Human Rights Office
(39 positions)
1 D-1, 2 P-5, 5 P-4,
6 P-3, 1 FS, 14 NPO,
10 LL
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support
(65 positions)
1 ASG, 1 D-1, 2 P-5, 6 P-4, 11 P-3, 2 P-2,
2 FS, 30 NPO, 10 LL
Electoral Assistance Office
(17 positions)
1 D-1, 2 P-5, 5 P-4,
2 P-3, 7 LL
Public Information Office
(20 positions)
1 D-1, 1 P-5, 1 P-4,
2 P-3, 1 P-2, 7 NPO,
7 LL
Mission Support
(491 positions)
1 D-1, 4 P-5, 20 P-4, 25 P-3, 2 P-2,
120 FS, 3 NPO, 316 LL
Security Service
(338 positions)
7 P-4, 15 P-3, 13 P-2, 137 FS,
10 NPO, 156 LL

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; LL, Local level.

B. Administrative offices


Office of the Chief of Mission Support
(19 positions)
1 D-1, 1 P-5, 4 P-4, 3 P-3,
2 FS, 1 NPO, 7 LL
Medical Services Section
(15 positions)
1 P-5, 2 P-4, 4 P-3, 4 FS, 4 LL
Office of the Chief of Administrative Services
(7 positions)
1 P-5, 1 P-4, 2 FS, 1 NPO, 2 LL
Office of the Chief of Technical Services
(9 positions)
1 P-5, 2 P-4, 2 P-3, 4 LL
Finance Section
(23 positions)
1 P-4, 1 P-3, 7 FS, 14 LL
Human Resources Section
(30 positions)
1 P-4, 2 P-3, 8 FS,
19 LL
Transport Section
(77 positions)
1 P-4, 1 P-3, 9 FS,
66 LL
Engineering and Buildings Management Section
(64 positions)
2 P-4, 4 P-3, 5 FS,
1 NPO, 52 LL
General Services Section
(62 positions)
1 P-4, 1 P-3, 20 FS,
40 LL
Procurement Section
(25 positions)
1 P-4, 1 P-3, 8 FS,
15 LL
Aviation Service
(44 positions)
1 P-4, 2 P-3, 1 P-2, 22 FS,
18 LL
Supply and Services Section
(31 positions)
1 P-4, 2 P-3, 9 FS,
19 LL
Training and Capacity-Building Section
(6 positions)
1 P-4, 2 FS, 3 LL
Communications and Information Technology Section
(78 positions)
1 P-4, 2 P-3, 1 P-2,
21 FS, 53 LL

Annex II

Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Report of the Advisory Committee on Administrative and Budgetary Questions on the implementation of General Assembly resolution 63/261 on the strengthening of the Department of Political Affairs and estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
(A/65/602)	
The Advisory Committee has no objection to the proposed staffing changes for the Electoral Assistance Office for 2011 for purposes of capacity-building and in anticipation of future request for electoral support. The Committee nonetheless encourages the Mission to keep requirements for electoral support under review, taking into account the support that can be provided by the United Nations country team (para. 203).	For 2012, electoral assistance by the United Nations Assistance Mission for Iraq (UNAMI) will focus on strategic technical and institution-building support, as well as policy advice, working in complementarity with support provided in other areas by United Nations country team partners (the United Nations Office for Project Services, the United Nations Development Programme and the United Nations Educational, Scientific and Cultural Organization are implementing capacity-building programmes). Accordingly, the staffing requirement of the Electoral Assistance Office has been cut by 22 per cent, from 22 in 2011 to 17 in 2012.
The Advisory Committee points out that, given the prevailing challenging conditions in Iraq, the timely construction and renovation of planned projects could be complicated and time-consuming. Delays already experienced in the planning and design phases of an integrated United Nations compound in Baghdad serve to illustrate this potential risk. The Committee is, therefore, of the view that a prudent approach should be taken, drawing from lessons learned to date (para. 208).	The unfortunate delays in the original project for an integrated United Nations compound have been mitigated by the successful acquisition of the compound that was of the United States Agency for International Development (USAID). UNAMI moved to the former USAID compound at the beginning of July 2011, in a phased manner: it first increased accommodation capacity and then expanded the office accommodation facilities. The contract for the design phase of the proposed headquarters compound was subsequently terminated.
The Advisory Committee has always encouraged increased cooperation between and among missions operating in the same geographic location in order to achieve efficiency and cost-effectiveness. The Committee is nevertheless of the view that in the interest of budgetary transparency and adherence to accounting principles, the resource provision for inter-mission cooperation and efficiency gains realized should be clearly reflected in the budgets of the missions concerned (para. 210).	The cooperation between UNAMI and the United Nations Assistance Mission in Afghanistan (UNAMA) and any savings and efficiencies derived from shared resources will be addressed in the context of the forthcoming report on the integrated shared service centre for UNAMI and UNAMA in Kuwait.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee is of the view that the proposed cost of life support to be provided to Mission personnel in 2011 represents a sharp increase over the current arrangements, bearing in mind that they are for the same services being provided by two different Departments by the same Government. The Committee therefore encourages the Secretary-General to engage in further negotiations with the relevant service provider to explore cost-effective ways of meeting the required support (para. 214).	In the budget for 2012, the proposed cost of life support is of $116 per person instead of $648 per person, as it was in 2011. The decrease is due to the fact that UNAMI sources its own services from the market instead of being dependent, as it was in 2011, on only one provider, the United States Department of State.
While the Advisory Committee has no objection to the utilization of quick-impact projects and the requested resources for 2011 to address the most immediate needs and thus improve the relationship of the Mission with the local population, it recommends that when designing and implementing these projects in such a complex and challenging environment, the Mission should focus on what is realistically achievable. The Committee also points out that quick-impact projects should be seen as short-term projects and be implemented in coordination with the longer-term development and humanitarian efforts undertaken by the United Nations country team and other competent entities (para. 216).	The programme of quick-impact projects is being implemented in accordance with the guidelines on duration and scope of the Department of Peacekeeping Operations. Forty projects address five thematic areas identified as supportive of the Mission mandate, namely: water resource management planning; culture for peace; environmental awareness-raising; community water and sanitation; and women's and youth forums. These areas also reflect longer-term priorities identified by the United Nations country team in the United Nations Development Assistance Framework. Most projects are being implemented by vetted Iraqi non-governmental organizations and proposals are reviewed by an integrated Mission committee chaired by the Deputy Special Representative of the Secretary-General/Resident Coordinator/ Humanitarian Coordinator, who is tasked with ensuring programming by the Senior Mission Administration and Resource Training Programme team and proper follow-up.
The Advisory Committee is concerned about the reported situation that has resulted in delays in the construction project at UNAMI, and urges the Secretary-General to ensure that the matter is expeditiously resolved. The Committee expects that further information in this regard, as well as detailed proposals emanating from the options currently being explored, will be provided at the earliest possible opportunity for its review and consideration by the General Assembly (para. 221).	Details relating to the progress made on the construction projects can be found in paragraphs 354 to 360 of the present report.